

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

OL. CXVIII, No. 4 NEW YORK, JANUARY 26, 1922

10c A COPY



B. A. I. S. 1921 with
N. W. Ayer & Son



The Glass of Fashion

STYLE is not an altogether witless mistress. Her autocratic decrees at heart are practical. Constantly she enlarges her sphere of influence and draws her refinements more close and sharp.

Under this dictation the line of eye-glasses and spectacles of the Shur-on Optical Co., of Rochester, N. Y., have acquired a completeness that reflects the nicest distinctions of appropriateness.

And so, we had not far to look when we sought a sales appeal for this client. Why leave to chance or slow-fingered Time wide appreciation of the fact that heavy shell rims clash with the diaphanous evening gown and that the precarious bridle path is no place for delicate rimless eye-glasses?

Shur-on advertising holds up the mirror of authentic fashion and assures the wearer of correctly chosen Shur-ons that he is smartly glassed in every detail.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

NEW YORK
BOSTON

PHILADELPHIA

CLEVELAND
CHICAGO



"Sometime, we'll get around to the Farm Market"

Those words are spoken frequently by advertisers—so frequently that they should mean something pretty definite.

Yet what they really mean is anything but definite. They mean an indefiniteness of knowledge of sales conditions that is astounding.

The farm market is everywhere. Today a dozen farmers will be in Wanamaker's. Today 50,000 farmers will buy in stores where your goods are sold. The farmers constitute 50 per cent. of the customers of *your customers* outside the large cities.

Sometime you'll get around to the farm market? Why, man, the farm market is around your goods now—only you are not telling the farmer about them.

There are six million and a half farm families in the country.

Three million of these families are prosperous, reading and thinking people—good prospects for high-class products.

Nearly two million of these better class farmers are readers of

Standard Farm Papers

These papers cover the twenty-nine richest farming States—the States where 50 per cent. of the buying of commodities is done by farmers.

Sometime you *will* get around to the Farm Market.

The Standard Farm Paper Unit

The flexible national medium with local prestige.

A. B. C. circulation 1,900,000.

All Standard Farm Papers are members of the Audit Bureau of Circulation.



The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeders' Gazette
Established 1881

The Nebraska Farmer
Established 1859

Wallaces' Farmer
Established 1895

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

The Farmer's Wife
Established 1900

Hoard's Dairyman
Established 1870

Progressive Farmer
Established 1886

Birmingham, Raleigh, Memphis, Dallas

The Michigan Farmer
Established 1843

The Ohio Farmer
Established 1848

Eastern Representatives:
WALLACE C. RICHARDSON, INC.
95 Madison Ave.,
New York City

Western Representatives:
STANDARD FARM PAPERS, INC.
1100 Transportation Bldg.,
Chicago

Jan. 26, 1922

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M. PAPERS, 120
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Circulation.

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Company, Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the postoffice at New York, N. Y., under the Act of March 3, 1879.

VOL. CXVIII

NEW YORK, JANUARY 26, 1922

No. 4

To Prevent Your Advertisements from Getting Stale

Methods That Are Being Used Successfully to Keep Copy Vivacious and Attractive

By Paul Sartorus

A DIRECTOR in one of the large agencies had just asked a member of the copy staff out to lunch. As they were adjusting their mufflers the director's telephone bell rang. "It's A—," he said as he hung up the receiver, "and I've asked him to meet us at the Prince George." The copy man had never been introduced to A—, but he knew him as a very able writer of short stories and a college classmate of the director's.

The talk came round to writing. The short-story writer volunteered an interesting piece of information. "From now on," he said, "I'm going to do all of my writing on the actual scene of the story. Six years ago I spent two months in the Northwest. It was there that I produced my first salable fiction. I came back to New York and wrote a number of stories the scenes of which were laid in the same surroundings. Most of these were published, but I found that each succeeding story gave me less satisfaction than its predecessor. It also seemed to take more time to write. At the time I thought this was due to a wearing off of the freshness of the subject. A year later, while on a summer visit in a small city down in Maine, I worked out two other stories. I noticed the same slowing-up when I attempted similar work on my return home. After several experiments of the sort I have found that it pays me to write my stories right on the

ground where the scenes are laid." The fiction writer went on to say that he not only produces better and more realistic fiction in this way, but actually cuts down the time needed to write it, thus enabling himself to turn out a greater volume in the course of the year.

This conversation led to a more lengthy discussion between the two agency men that afternoon. They had always believed that copy men should "get out" occasionally to keep signs of desk cramp from creeping into their texts.

The outside work, however, was unorganized. The tendency was to go out only when it was absolutely necessary.

A series of tests has proved that in many cases it pays to write the copy on the spot rather than in the office.

For example, a writer had been struggling along with a new commercial fertilizer. The manufacturer supplied plenty of information. But often more than mere information is needed to keep copy from becoming mediocre. So long as the copy man talked to the farmers from his desk, situated hundreds of miles away, he never came truly in sympathy with the prospective customer. Then this writer was sent out to spend two weeks in Iowa. He went about with the manufacturer's salesmen for a few days. He spent a day or two with dealers. But most of the time

was given over to visits with real farmers. Such lively and effective ideas for advertising came out of these talks that the copy man on his return dictated in a day a dozen texts of a far higher standard than the predecessors which had been rewritten and edited so many times. Although that occurred three years ago, the copy man still makes his annual pilgrimages to some representative farming community to keep his copy from getting in a rut.

Other cases of this kind might be cited. But there are more ways than one of keeping copy from getting in the doldrums. A cross-continent trip is seldom necessary.

The head of a large Chicago advertising agency recently predicted that the day was fast coming when the advertisement writer would spend far more time away from his desk than at it. He quoted Thomas Carlyle, who said, "Incessant scribbling is death to thought." There, he said, was the thing to look into when copy began to lose its spark. Had the writer put writing ahead of thinking? Was he thinking more of rhetorical style than salesmanship? Was he merely trying for high records in volume of output?

* * *

The man who writes the copy and promotion material for one of the most popular automobiles felt that his advertisements were losing forcefulness. He did most of the writing in his office in the Detroit plant. He came East to make business calls on several of the distributors. Whiling away a few minutes on the salesroom floor of the Rochester dealer, he was approached by an incoming prospective customer, who mistook him for a floor salesman. And the advertising man let the mistake pass. By the time the customer agreed to take a demonstration, the volunteer salesman had realized that this was exactly the experience he needed to tone up his advertising copy. He continued in this capacity for several days, and

found out "for real" that soft times have gone out and something new is needed.

One New England shoe manufacturer maintains in Boston a retail store. It is operated primarily to satisfy his personal pride. But every now and then a studious chap from the factory comes in, hangs up his hat and starts in to sell shoes. He is the advertising manager, and he has a keen appreciation of the need for occasional close contact with those who actually buy the shoes. Out of his store experiences have come suggestions for new models, modifications of old ones and some extremely telling store cards and newspaper advertisements.

A copy man was sent out on some special investigation work in several small towns. He brought back the wanted information. But he also brought back something of decidedly greater value. The smallest city he had lived in was New Haven. He had never appreciated the differences in types of people and ways of living which exist between the big-city dweller and the small-town resident. "But," as the old popular song puts it, "he isn't that way any more." There is real wisdom and experience behind the determination of some agencies to have trade research work made as far as possible by the writing men.

The writer of a series of pipe-tobacco advertisements felt the wind dying down in his sails. Chiefly he felt the need of getting back some of the old, infectious enthusiasm which had bubbled up in the first year's work. Two rooms down from him sat a young woman who had been employed solely to write on women's wear. Her success had come most largely from her unflagging enthusiasm over every product that was given her to write about. A thought came to the pipe-tobacco man. He stepped down to see her. "I'd like," he said to her, "to have you take a try at two or three ads for me. Yes; about that pipe tobacco. No; I don't want you to study up on

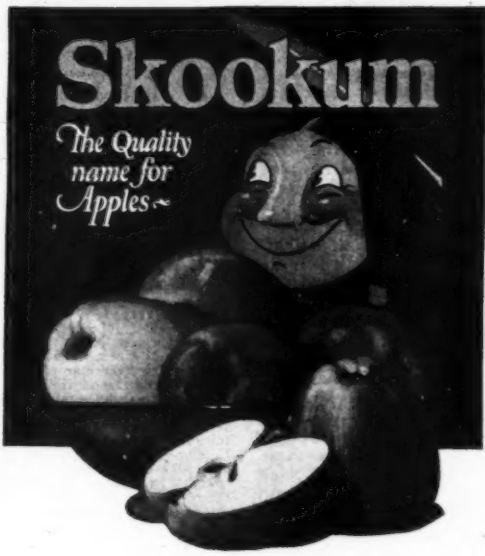
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The advertising for Skookum Apples
is prepared by this agency

THE H.K.McCANN COMPANY
Advertising · 61 Broadway · New York

CLEVELAND SAN FRANCISCO TORONTO



it. I've got all the information. What I want is your enthusiasm, your exciting style. That's what I need to get hold of again. Just go as wild as you can about pipe smoking. I'll do all the toning down that may be needed." And out of this experiment came one of the most interesting series of tobacco advertisements that has been run. It is good business, sometimes, to get salesmen to swap territories, and for the same reasons it is equally good business at times to have copy writers swap accounts. There is such a thing as being too well acquainted with "what the advertiser wants" and "how hard it is to write anything new on the subject." These limitations paralyze the hand on the helm and first thing you know the poor old ship is standing still.

One large agency shifts all non-technical accounts to new writers once a year. Another still larger agency has a group of three or four men working on the same group of accounts. The men take turns at the same account. They also help each other immensely through frequent and intelligent discussion of advertisements.

As a product grows successful the temptation comes to accept a past standard as proved out and not in need of betterment. One big corporation values one of its directors most highly for his divine dissatisfaction with the large volume of sales that has been developed. The thought which just naturally seems to be uppermost in his mind is "Why aren't we even farther along?" He goes farther. He sees next steps. He keeps them in front of his fellow directors. His fellow directors, perceiving the value of his gift, have induced him to talk in a similar vein to the various departments of the business. Just when they are settling down to a nice, comfortable state of self-satisfaction, along comes Mr. M—. His talk is like an unexpected cold shower-bath. And the same delightful reaction follows. "Don't talk to me about

copy doldrums," said the advertising manager of that company. "We'll never hit them as long as we get those periodical messages from upstairs—Mr. M— would like to see the members of the advertising department this afternoon at three o'clock."

F. M. Feiker Returns to McGraw-Hill

F. M. Feiker has resigned as assistant to Secretary of Commerce Hoover and has returned to the McGraw-Hill Co. as vice-president. Mr. Feiker, however, has not completely severed his connection with the Secretary of Commerce and his department. He has been appointed a special agent of the Bureau of Foreign and Domestic Commerce, so that he will be enabled to continue in a consulting capacity on the matters in which he has been actually engaged.

Mr. Feiker joined the Department of Commerce last May. During his stay under his direction and that of Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce, the industrial and business contacts of the association have been enlarged, business relations with trade association committees established and the so-called Commodity Divisions of the bureau created. During that time Mr. Feiker has also served as editorial advisor for the department's board of editors for its various publications.

Witold Markwiz with Blackman Company

Witold Markwiz, who has been with the F. J. Ross Company, Inc., New York advertising agency, for the last two years, has joined The Blackman Company, Inc., New York. He will be connected with the Cincinnati office. Mr. Markwiz was with the Blackman-Ross Co. for ten years prior to his connection with the Ross agency.

Will Advertise "Tally-Ho" Silk Neckwear

H. C. Cohen & Company, Rochester, N. Y., will advertise men's neckwear made of Migel's "Tally-Ho" silk. The advertising will be handled by Alfred Stephen Bryan, New York. Copy will appear in newspapers and magazines in the spring.

With Philadelphia Office of N. W. Ayer & Son

A. L. Dewar Jr., formerly advertising manager of The Welch Grape Juice Company, Westfield, N. Y., has joined the Philadelphia office of N. W. Ayer & Son. E. P. Harrison has taken over Mr. Dewar's duties with the Welch company.

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Is Your Business, Also, Ahead of the Industry's?

Here is the February advertising record for the past four years, both in columns and in agate lines, of

NEEDLECRAFT MAGAZINE

	Columns	Lines
February, 1919	50	9,180
February, 1920	76	14,136
February, 1921	84	14,156
February, 1922	87	14,669

And 1921 complete was less than 2% behind 1920 for Needlecraft, a fact which is especially significant when compared to the record of advertising in general.

The advertisers who made this result possible are experienced.

"One Woman Tells Another"



Catching the Interest of the "Much-Advertised-To" Prospect

Boston Varnish Company Develops Pay Streak in Advertising to Architects

By Donald Kirkland

ARCHITECTS are one class of the "much-advertised-to" prospect. About 4,000 of them inhabit the country. Each is the

in an architectural magazine which was not only read, but studied and clipped and filed, and which led to requests for more from these hard-to-reach individuals.

There must be in any advertising that will do such things a basic thought, idea or principle applicable to other tough-skinned problems of the sort. And if we but inspect these advertisements the principle will not be hard to find.

A series of "measured drawings" is what so engaged the architects' interest, drawings of Colonial architecture. Each advertisement contained complete architect's drawings, with dimensions, of some feature of a Colonial dwelling; a china closet, a doorway, a mantel, a window, an entrance, a staircase, and so on. Most of them were pieces on exhibit in the Metropolitan Museum of Art;

others were artistic designs taken from actual installations. Accompanying each set of drawings was a photograph of the finished piece.

The first advertisement was a double-page spread, one side occupied by the drawing, the other by an announcement of the coming series. Readers were invited to send for the complete set of twelve. In response to that first

bull's-eye for thousands of manufacturers, jobbers, agents and others. Because the sale of a vast volume of materials is controlled or influenced by this relatively small group, they have the reputation for being perhaps the hardest class of prospects to reach with advertising.

Nevertheless the Boston Varnish Company during 1921 published a series of advertisements



ONE OF THE SERIES OF DRAWINGS THAT INTERESTED ARCHITECTS

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Same thing in ad-
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Standard Union
when you go after
trade in Brooklyn.

R. J. R. Hunsman

issue over 700 requests arrived. There was a week's or ten days' delay getting some of the sets into the mail; and so great was the interest that many wrote a second time inquiring if their request had been overlooked. In the year during which these

of Kyanize varnishes and enamels"; and in another at the bottom was the Kyanize trademark with a small illustration of a package, also inconspicuous. Other text was architect's lettering and was a part of the drawing. It was the sort of thing one might find printed in the editorial pages.

On the back of each sheet sent out in complete sets, however, was a more pronounced advertisement. Even this, however, followed the principle of giving something useful, for instead of a talk on Kyanize quality one found a set of specifications for applying it. Each sheet considered a different use or product: Interior Varnish for Natural Finish, White Enamel for New Exterior Woodwork; White Enamel for Old Interior Woodwork; and so on; though some sheets did go so far as to show a prominent building finished with Kyanize.

The impression made upon the architects is well represented by the following extract from a letter received in acknowledgment. "The men responsible for an educational venture of this nature can expect a just consideration for a worthy product." There were hundreds of acknowledgments—mostly containing commendatory remarks, and many of them statements in line with that just quoted. "Permit us to commend the type of advertising you have adopted in this project," wrote another member of the profession. "The selection of the examples and method of illustration are very creditable, and the



Kyanize

WHITE ENAMEL SPECIFICATION

For New Interior Woodwork

OPEN-GRAIN WOOD: OAK, ASH, WALNUT, HARDPINE, ETC.

Open-grain woods should first be filled with a good paste filler, colored to match the wood, well rubbed in. When dry and hard sandpaper the whole surface lightly, then go over it with a light coat of strictly pure white shellac; when dry, again sandpaper lightly before applying the undercoat. The following procedure should then ensue:

First Coat:—Pure white lead ground in oil, thinned with one pint of raw linseed oil to gallon of turpentine.

Second Coat:—One-half pure white lead ground in oil, one-half pure French Zinc ground in oil, to be thinned, one half pint of raw linseed oil to gallon of turpentine.

Third Coat:—To be one-half pure white lead ground in oil, one-half pure French Zinc ground in oil, thinned with strictly pure turpentine. No oil to be used in this coat.

Fourth Coat:—To be Kyanize White Enamel thinned with half pint turpentine to gallon of Enamel.

Fifth Coat:—Kyanize White Enamel as shown from can, well rubbed on.

CAUTION

It is absolutely essential that the surface be entirely free from grease, oil and dirt before varnishing or enameling. In this case, use only Pure Turpentine, and only in small quantities.

To insure complete satisfaction of these conditions, make that all Kyanize Varnishes and Enamels are used in strictly accordance with the directions on the label and can.

REMARKS:—These instructions will insure the highest quality results. The Kyanize Enamel is a pure white lead and French Zinc ground in oil, and is the best for painting over coats of oil.

It is a pure white lead and French Zinc ground in oil, and is the best for painting over coats of oil.

BOSTON VARNISH COMPANY
EVERETT STATION 48 BOSTON, MASS.

ADVERTISING ON REVERSE OF MEASURED DRAWINGS

drawings have been running, more than 3,500 requests for complete sets have been received. Considering the total number of architects in the country the response is truly remarkable.

But someone questions, Where in is the advertising value for Kyanize? It is true you have given architects something of value, which consequently brings a prompt response; but will the drawings make sales for Kyanize? In appearance the drawings were but little like advertisements. In a small panel appeared: "One of a series of twelve measured drawings prepared by the makers

Jan. 26, 1922

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Jan. 26, 1922

PRINTERS' INK

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The Youth's Companion announces
Reduction in
Rates to
Pre-War Basis



The Youth's Companion and
its 5-plus Family Circulation is
the place to concentrate in 1922

The Youth's Companion
Boston, Massachusetts

New York Office: 1701 Flatiron Bldg.

Chicago Office: 122 So. Michigan Blvd.

advertising matter is not too prominent as is often the case. We shall be glad to make inquiry regarding your products, which we must confess we have never specified."

Not unimportant was the form in which the drawings were put up; loose-leaf style, letter size. All were cross-indexed, both drawings and specifications. On each drawing appeared all twelve titles, numbered consecutively. Each sheet bore its corresponding number. With the specifications on the back appeared the titles of the specifications, again numbered to show on which sheets they might be found. Attention was called to the indexing plan in the letter accompanying them, and suggestion was made that the set could be filed complete under the caption of Colonial Architecture or each sheet could be filed under its individual title. Though these points are details, they helped to give the advertising a more permanent value. Many architects took occasion to mention the value of the filing feature. "I am especially glad that the plates are of a size to fit the standard folders and are loose so that one or more can be used as desired." Others wrote similarly.

When the company came to consider the 1922 advertising plan a questionnaire was addressed to about seventy-five architects who had sent for the drawings, asking if they would like the series continued, and if so, whether the subjects should be Colonial or some other type of architecture. The vote was in favor of continuing, and the evident preference was for Colonial architecture, although English styles took second place.

Here, then, is an advertising idea that in this particular field is an unqualified success. Its basic principle can be easily applied to other difficult advertising situations. From start to finish it will be observed the plan is based on giving the architect information rather than argument. Everyone wants information, particularly these much-advertised-to

prospects. They eagerly read books and technical papers to acquire it. Advertising that gives them information will be read with just as eager interest.

An oil refinery publishes a textbook on petroleum; a tool manufacturer puts out a catalogue which teaches how to increase production; a conveyor manufacturer shows in specific ways how manufacturing costs have been cut down in various industries by the application of automatic conveyors. These are uses of the principle; they give the prospect information he is always seeking, at the same time they get over the message of the advertiser's product. It is this kind of advertising that catches the interest of the much-advertised-to prospect.

Fifteen Newspapers Unite on Color Advertising

Representatives of fifteen newspapers will meet at Hotel Drake, Chicago, on January 29 and will form a permanent organization which will direct the work of the business management of their Sunday magazine sections printed in colors, and which can be sold to advertisers as a circulation unit. The newspapers participating are: *Seattle Times*, *Chicago Tribune*, *St. Louis Post-Dispatch*, *New York World*, *Boston Post*, *Cleveland Plain Dealer*, *Buffalo Courier*, *Atlanta Constitution*, *San Francisco Chronicle*, *New Orleans Item*, *Minneapolis Journal*, *Fort Worth Star-Telegram*, *Philadelphia Inquirer*, *Detroit News* and *Cincinnati Enquirer*.

Each of these newspapers will place its own editorial matter in the magazine issued as part of its Sunday edition. Eventually, it is planned, each will issue the magazine in tabloid size.

A committee having as its members Col. C. B. Blethen of the *Seattle Times*, Henry Varian of the *New York World*, and S. E. Thomason of the *Chicago Tribune* is arranging for the Chicago meeting. One of the plans to be submitted at this meeting calls for the immediate opening of offices in New York and Chicago and the establishment at a later date of an office in San Francisco. These offices would act for the entire group of newspapers as a whole and through them would be cleared all advertising for the magazine.

American Chicle Account for Newell-Emmett Company

The American Chicle Company, New York, Adams, Beeman's, and other chewing gums, has placed its advertising account with the Newell-Emmett Company, New York advertising agency.

How Can Buffalo Be a "One-Paper" City?



Times, Courier and Express, seven issues a week. News, Enquirer and Commercial, six.

The above diagram shows the respective amount of **PAID DISPLAY ADVERTISING** carried by each of the six Buffalo newspapers during the year 1921.

Automobile Advertising for 1921 (In lines)

No matter what the line of merchandise may be, it is absolutely necessary to use **THE TIMES** in Buffalo.

TIMES	575,036
Express	482,790
Courier	365,960
News	319,886
Commercial ..	118,412
Enquirer	79,870

82,000
Daily

BUFFALO TIMES

100,000
Sunday

VERREE & CONKLIN, INC.

NEW YORK

CHICAGO

DETROIT

SAN FRANCISCO

Because Collier's concerns itself with the affairs of the individual it shows, in "Earning a Living in Motor Traffic," what this amazing industry has to offer him—whether he can bring to it brains or brawn or money.

In Collier's for January 28.

Collier's
THE NATIONAL WEEKLY

Reach Baltimore Bakers Thru Our Route List



THE NEWS and AMERICAN Route List of Baltimore Bakers is not only valuable to the man selling flour, yeast, raisins, shortening, etc., but also to the manufacturer of baking utensils and baking machinery.

This List has been personally checked by us. Names that wrongly appear under this classification in both city and telephone directories have been eliminated and others added that do not even appear in the directories.

Here are some of the discards: they will give you an idea of how much energy and time you would waste calling at such addresses: Several confectioners, grocers and variety stores; 1 dealer in Violet Ray and Pyrene Fire Extinguishers; couple residences; no such number; out of business; couple lunch rooms; 1 Life Insurance firm; Clothing, furniture and laundry concern; 1 vacant store; 1 delicatessen place; 1 electrical contractor and one vacant lot, etc.

Send your representative to our office with a letter of introduction and we will give him a copy of our Bakers Route List and any other list that he wishes as a supplement. And strengthen your selling connections here by advertising in The NEWS and The AMERICAN, the city's great Associated Press papers. Combined circulation, 180,000 daily and Sunday. Rates on 1000 line contract, 30c daily, 35c Sunday. Sunday American Rotogravure, 35c per line flat.

THE BALTIMORE NEWS

Evening, Daily And Sunday.



The Baltimore American

Morning, Daily And Sunday.



DAN A. CARROLL
Eastern Representative
150 Nassau Street
New York

Have a web
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Charting an Agency's Operations

The Sixth of a Series of Articles on the Operation and Practice of an Advertising Agency

By Floyd Y. Keeler

NOT long ago one of the better known smaller advertising agents said, "organization chart—my eye—take a group picture of Bill, Jim and me and that will be a better chart than anyone can ever figure out." In a sense he was right, and the three of them were all good advertising men.

Some weeks later, however, he was heard to remark, "You know I've been thinking about an organization chart and I really believe there's something in it, even for small fry like us. You see, Bill was a staff man on the old *Sun*, then a publicity man and then an advertising manager, so he just naturally takes care of all planning, copy writing, service and production work. Jim sold space for a special representative and later on for a well-known magazine publisher, so he takes care of our clients' interests with publishers. He makes out all the lists, issues contracts, etc.—in fact, he is the contract department."

In answer to the question, "Well, what's left for you to do?" the agent replied, "You see, I worked in a bank, then sold bonds, became treasurer of an industrial concern and subsequently was given direction, among other things, of its advertising. When I became an agent I took over the financial end of things as a matter of course.

"Really, I am much surprised to find that we all do different things and have quite definite functions in spite of the fact that we all solicit business and write copy. In fact, I'm thinking about making up a chart of our various functions and fitting our clerical assistants into their particular squares."

This conversation is quite typical and applies equally to the large as well as the small agency. In the large agency individual func-

tions become departments or sections and a division of responsibility is, if anything, easier to make.

The chart reproduced with this article shows in detail what is intended to be an ideal functional operating procedure for an agency.

In case the agency is a partnership, the squares for the stockholders, directors, etc., are replaced by one square containing the names of the partners.

Below the line where the operating departments begin, in the smaller agencies only three departments are essential—financial, contract and the service department with its two subdivisions, production and marketing. Individual functions assigned to even a limited personnel are the same as in a large agency, except that one man attends to more steps in the completion of a particular campaign.

THE CHART EXPLAINED

The designation of departments, divisions and sections is accomplished by the numerical system. This is particularly helpful for filing correspondence and the indexing of reports, memorandums, etc. It is also easy to trace the functional responsibility through each department.

For the sake of convenient operation, particularly in the larger agencies, squares have been assigned for branch offices, sales department and a foreign department. In the case of a partnership, a partner should be at the head of each principal department, while in a corporation an officer or director should be in charge.

In order to clarify the operating procedure, the best way is to take an account from the time it is secured by the sales department (1.10) and follow it through the various departments, divisions and sections.

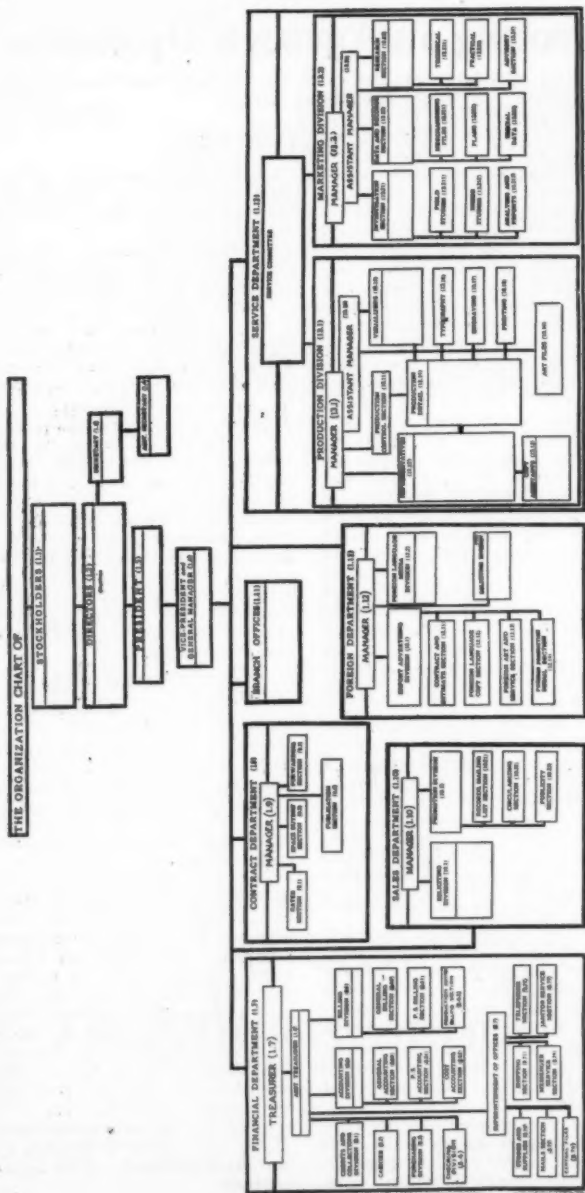


CHART SHOWING ORGANIZATION OF A TYPICAL ADVERTISING AGENCY

The sales department (1.10), through its manager, prepares a list of prospective clients and requests the treasurer (1.7) to pass upon their financial standing and credit responsibility. When he is assured on this point and secures one of them as a client of the agency, his next step is to confer with the general manager (1.6) to arrange for an exchange of letters between the new client and the agency. This establishes the new client as a regular agency account and a memorandum to this effect is immediately issued by the general manager (1.6) to all departments.

This memorandum is a signal to the service committee (1.13)—following a conference with the manager of the sales department (1.10)—to assign an account representative (13.12) who shall from then on be the principal point of contact between the agency and the client.

Following detailed reports from the account representative (13.12) and numerous conferences with the client, the service committee (1.13)—composed of the manager of the production division (13.1), the manager of the marketing division (13.2) and the chairman of the committee (1.13)—makes definite recommendations in the form of a written plan, the sales and merchandising features of which are prepared by the marketing division while the production division establishes the art and copy policy. Before the plan is submitted, however, the manager of the contract department (1.9) is called in and a full discussion is had in order to make a selection of mediums so that detailed schedules of insertions and total amount of the appropriation recommended may form a part of the complete plan as finally submitted to the client.

Should foreign advertising be contemplated, the manager of that department (1.12) is called in by the Service Committee (1.13) and the recommendations of this department, after being carefully scrutinized by the service committee (1.13), is also made a part of the final plan.

In case the account is to be handled through a branch office (1.11), the manager of this office receives the final plan and together with the account representative (13.12) presents it to the client.

The next step is the approval by the client of the final plan, together with a definite commitment as to the amount of the appropriation and approval of the mediums selected. Now production starts and the account representative (13.12), together with a copy assistant (13.13), begins to write copy and issue orders through a production detail man (13.14) to visualizers (13.15) for rough drawings, and when these are completed and finished, drawings and copy are O.K.'d. Orders are sent through the same channels for typesetting (13.16) and engraving (13.17). If booklets or other promotion matter is to be used, printing orders (13.18) are also issued. The orders are posted by the production control section (13.11) on the production board and followed to completion when they are retired and sent to be billed by the professional service-billing section (7.61) and the production control billing section (7.62).

At the same time production starts, the contract department (1.9) issues orders and contracts to the various publications. Copies of these contracts go to the forwarding section (9.3) of the contract department and to the checking division (7.4) of the financial department (1.7). After all advertisements are checked in, they go to the general billing section (7.60) for billing to the client on the proper due dates.

It may be that more complete sales data are desired at the same time, in which event a man or men from the marketing division are collecting data, making researches and investigating sales possibilities for inclusion in a written report to be submitted at an early date.

Practically every detail of the chart has been explained with the exception of a few of the func-

tions of the financial department, which have little or no significance so far as client contact is concerned—a word about these functions may be interesting.

The accounting division (7.5) prepares in permanent and accurate form all financial records. The purchasing division (7.3) purchases everything except space and art work. The cashier (7.2) takes care of all remittances from clients, petty cash and payroll; writes all checks, audits payments and keeps in close touch with the bank. Under the heading "superintendent of offices" (7.7) it is intended to centralize all the many details of office operation that are so very important, yet bothersome because trivial.

It is really astonishing how friction between members of the same organization is eliminated by a definite division of duties. Without a chart similar to this one, it is very hard to define individual responsibility or determine whether or not the best operating procedure is being followed.

Every progressive corporation of any size has a most complete organization chart. Therefore, why not apply this good business principle to the advertising agency and chart its operations?

G. Prather Knapp to Leave St. Louis

G. Prather Knapp, publicity manager of the Mississippi Valley Trust Company, St. Louis, will leave that organization February 1 to become vice-president of The Bankers Service Corporation, New York. He will head the advertising division of this corporation.

Mr. Knapp has served the Mississippi Valley Trust Company in various capacities for many years. He became publicity manager in 1919. For two years he has been a member of the committee on publicity, Trust Company Division, of the American Bankers Association, and in June, 1921, was elected a director of the Financial Advertisers Association.

"Brain Power" Becomes "National Pictorial Monthly"

Brain Power, published by the Physical Culture Corporation, New York, is changed in name beginning with the February issue to the *National Pictorial Monthly*. The character of the magazine remains unchanged.

Agricultural Publishers Choose Officers

The board of directors of the Agricultural Publishers' Association met in Chicago last week and elected these officers for the coming year:

President, B. Kirk Rankin, *Southern Agriculturist*, Nashville; first vice-president, Horace C. Klein, *The Farmer*, St. Paul; second vice-president, Alfred F. Jones, *The Farm Journal*, Philadelphia; secretary, T. W. LeQuatte, *Successful Farming*, Des Moines; treasurer, W. C. Allen, *The Dakota Farmer*, Aberdeen, S. D.

Other directors than the above include: W. O. Gundlach, *Nebraska Farmer*, Lincoln, Neb.; Paul Lawrence, *Ohio Farmer*, Cleveland; F. J. Merriam, *Southern Ruralist*, Atlanta; Marco Morrow, Capper Farm Press, Topeka; C. A. Taylor, *Farm Life*, Spencer, Ind.; William A. Whitney, *New England Homestead*, Springfield, Mass.; J. F. Young, Pacific Northwest Farm Trio, Spokane, Wash.

Neebe Joins "Hearst's International"

Joseph H. Neebe, formerly vice-president of the Charles Daniel Frey Company, Chicago, has joined the advertising staff of *Hearst's International* in Chicago. He will cover a section of the Western territory.

Before joining the Frey organization five years ago, Mr. Neebe was associated with the advertising and publication department of *Collier's Weekly* in an advisory and executive capacity. Previously he had been production manager of Lord & Thomas, Chicago, for two years and in charge of promotion work for *Collier's* in Chicago and New York for three years.

Berry Brothers Account for Campbell, Trump & Co.

Berry Brothers, Detroit, Mich., manufacturers of paints, varnishes, etc., have placed their advertising account with Campbell, Trump & Company, Detroit agency. National magazines, trade publications and newspapers will be used in a campaign now being planned.

Burbach a Director of Pulitzer Publishing Co.

At the annual meeting last week of the stockholders of the Pulitzer Publishing Co., publisher of the St. Louis *Post-Dispatch*, George M. Burbach, advertising manager of the latter, was elected a director of the company.

E. G. Deane Leaves Twinplex Company

Earle Glenn Deane has resigned as sales and advertising manager of the Twinplex Sales Company, St. Louis. He has made no announcement of his plans for the future.

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The Philadelphia Bulletin

has just published an up-to-date and

Accurate Map

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Ready Reference Table

of Zones, Towns and Populations in the 80-Mile
Radius of Philadelphia's City Hall

This map and the data supplied has been care-
fully checked against the United States Government
census reports and the charts of the U. S. Geological
Survey.

Copies will be sent free to any Manufacturer,
Jobber or Advertising Agency, or their representa-
tives who desire this comprehensive survey of the
Philadelphia field.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in
the newspaper "nearly everybody" reads—

The Bulletin



Net paid daily average circulation for
December:

489,243 Copies
a day

No prize, premium, coupon or other
artificial methods of stimulating circu-
lation are used by The Bulletin.

The Bulletin's circulation is one of the largest in
the United States.

(Copyright, 1922—W. L. McLean)



"A true merchandising service"

Pepsodent calls the EVENING JOURNAL'S

PEPSODENT used the NEW YORK EVENING JOURNAL as the backbone of their recent campaign, because this one paper reaches 39.5% of the total New York evening field. And Pepsodent used the Merchandising Service which the EVENING JOURNAL offers—without cost—to advertisers, because it was considered the only one properly equipped to obtain the dealer interest and display so essential to the success of modern advertising campaigns.

As Mr. Oleson, advertising manager of Pepsodent, said in his letter: "You delivered the goods' on every promise you made."

Fieldmen introduced the extensive Pepsodent advertising, in the EVENING JOURNAL and in the smaller New York papers, showed druggists how to use windows to concentrate neighborhood interest. Every druggist in New York was contacted again each month through *Drug Trade News*, one of the Department's five trade papers.

An executive of this Department took full charge of a corps of Pepsodent window trimmers, scheduled and inspected their work, had windows photographed and sent to the Pepsodent home office.

The campaign was a definite success. The cost of window trimming was remarkably low. Dealers' sales jumped in some cases over 400%.

This co-operation offered Pepsodent was thorough. A service is offered—without cost—to manufacturers who plan to sell goods to the 8,900,000 people in this market, through the NEW YORK EVENING JOURNAL. We shall be very glad to explain how it could serve you.

**YOU CAN NOW
BUY COLOR ADVERTISING
in the new Saturday Magazine Section of
the NEW YORK EVENING JOURNAL—the
New York Home Journal.**

LARGEST DAILY CIRCULATION IN AMERICA—AND AT 3c A COPY

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One of
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displays

THE Pepsodent CO.

GENERAL OFFICES LABORATORIES

1104 SOUTH WABASH AVENUE

CHICAGO

CABLE ADDRESS
PEPSODENT
CHICAGO
U.S.A.

December 17, 1921.

Mr. W. G. Hobson, Manager,
Merchandising Service Dept.,
New York Evening Journal,
2 Columbus Circle,
New York, N. Y.

Dear Sir:

We have received your final summary of the work done in our campaign and we certainly appreciate the thorough manner in which you have handled it.

In calling on 1593 druggists with our portfolio, we feel that you have brought to the attention of the New York Retail Drug trade as a whole, the possibilities of cooperating with our advertising. While in New York I called on a number of these stores and found this in every instance to be so.

The display work done at the same time had been carried out in a very efficient manner. The window trims were excellent and at a remarkably low cost. The results have been proven by the favorable letters of many of the druggists.

What pleases us most is the fact that you "delivered the goods" on every promise that you made. Your standards of definite accomplishment are a challenge to others. Yours is a true merchandising service.

Yours very truly,

THE PEPSODENT COMPANY,

W. G. Hobson

Advertising Manager.

OVER DOUBLE ANY NEW YORK EVENING PAPER

NEW YORK EVENING JOURNAL

(Circulations)

December Advertising in Chicago

This statement of display advertising for the month of December, 1921, is striking evidence of The Daily News' supremacy in the six-day field in the following important classifications:

Automobiles - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 30,894 lines.		6 days against 6
Next highest score, 25,332 lines.		
Books - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 25,774 lines.		6 days against 7
Next highest score, 18,221 lines.		
Churches - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 6,159 lines.		6 days against 7
Next highest score, 3,574 lines.		
Clothing - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 207,742 lines.		6 days against 6
Next highest score, 187,485 lines.		
Department Stores - - - -	THE DAILY NEWS	FIRST!
The Daily News, 468,554 lines.		6 days against 7
Next highest score, 312,651 lines.		
Out of the Loop Stores - -	THE DAILY NEWS	FIRST!
The Daily News, 66,143 lines.		6 days against 7
Next highest score, 30,154 lines.		
Foodstuffs - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 32,833 lines.		6 days against 6
Next highest score, 29,642 lines.		
Furniture - - - - -	THE DAILY NEWS	FIRST!
The Daily News, 49,150 lines.		6 days against 6
Next highest score, 24,155 lines.		
Household Utilities - - - -	THE DAILY NEWS	FIRST!
The Daily News, 14,815 lines.		6 days against 7
Next highest score, 8,865 lines.		
Musical Instruments - - -	THE DAILY NEWS	FIRST!
The Daily News, 69,313 lines.		6 days against 6
Next highest score, 61,194 lines.		
Toilet Preparations - - - -	THE DAILY NEWS	FIRST!
The Daily News, 10,590 lines.		6 days against 6
Next highest score, 9,210 lines.		
Total Display Advertising -	THE DAILY NEWS	FIRST!
The Daily News, 1,218,800 lines.		6 days against 6
Next highest score, 938,115 lines.		

THE DAILY NEWS
FIRST in Chicago

(Figures furnished by Advertising Record Co., an independent audit service subscribed to by all Chicago newspapers)

Sales Contest Brought 6,142 New Customers in Two Weeks

Armour Stages Lively Contest without Prizes

By C. M. Harrison

IS the offering of cash prizes the best way to get a salesman to put forth his best efforts in a selling contest? The sales department of Armour & Company believes that there is better psychology in making the contest one in which the joy of achievement shall be the sole prize factor. It tried out the latter idea recently in a two weeks' drive to get new customers for the oleomargarine department and to increase the sales volume among present customers.

At the close of the two weeks the company had placed on its books the names of 6,142 new customers.

The compensation received by the salesmen making the top records consisted entirely of having their achievements duly recognized by the central sales organization. With a certain degree of formality they were dubbed star salesmen. Their names were posted on the bulletin-boards in their branch houses and were listed in the Armour magazine. The pictures of the two salesmen standing highest in the entire list were also placed in the magazine. This is all there was to it, and from the standpoint of the salesman who takes real pride in performance it is quite enough.

But to put over a sales contest where money prizes are not offered there must be some central idea sufficiently dominating and spectacular to catch the salesman's attention. Forceful sales managers often succeed in stirring up things for a stated period by means of some "pep" letters. The salesman is always jealous of his relative standing and may be expected to put forth some extra efforts when he knows others are doing the same. But if the thing can be hung upon a central idea it will go better, and if the play ele-

ment can be introduced it will go better yet.

The Armour sales department based its two weeks' campaign on the national game, otherwise known as baseball. The effort was called "The Championship Margarine Campaign," and was conducted on baseball principles.

The two weeks were laid out on a baseball schedule which classified the salesmen in accordance with the results produced. The goal toward which the salesmen were encouraged to work was the privilege of being admitted to the major league.

BASE HITS FOR NEW CUSTOMERS

The book in which the salesmen were to keep their daily records was round, representing a baseball. It had a scorecard for each day of the contest.

The points in the contest were called "hits." Each new oleomargarine account was considered as one hit. In addition the sales department wanted a record of tonnage. To promote this the salesman was credited with a one-base hit for each case order that he sent in. A two-case order was good for a two-base hit. An order for three cases credited the salesman with a "three-bagger." If he sent in an order for four cases or more he got a home run.

The plan provided that any salesman getting twenty-five hits was entitled to classification as a major-league salesman. Twenty hits placed him in Class B, fifteen hits in Class C, ten hits in Class D and five hits in Class E. Only new customers were figured in deciding the number of hits that would admit a salesman to any of these classifications. His hits as to tonnage went on to another record, and all he got out of this was a sense of satisfaction and the pleasure of keeping track of his

achievements in a unique and interesting way.

There was some real enthusiasm among the salesmen from the start. All knew enough about baseball to get thoroughly into the spirit of the thing.

The branch manager in each case was the captain of the team. Only one game was to be played each day "with no double-headers and no postponements on account of rain." The Armour organization as a whole was pictured as filling the grandstand and bleachers watching each game.

"Your conscience will be the umpire in charge of each game," the salesmen were told. "Your salesmanship will pitch and your order-book will catch. Remember, if you start an argument with the umpire you will get the worst of it!"

A strong feature of the plan seems to be that it introduces a noticeable element of humor without making itself ridiculous. Then it is simple. Some sales contests introduce so much of the slapstick element that they do not conform at all to any dignity the house is supposed to have. It is easy to cheapen a business concern by the use of Charlie Chaplin methods in contests. After all, selling is not a vaudeville performance, but is a serious business undertaking. But when a little play feature can properly be introduced and some wholesome humor added without the use of a diagram to explain it, the effort is helped along in just that proportion.

Many sales departments are frankly afraid of the contest idea—not because it lacks merit, but because it is a good thing to keep away from if it is not done right. A sales contest is much like an effort to be funny, either in talking or writing. If a thing is actually funny, then it is very, very good. But if it is alleged humor is forced, or falls flat, it is bad, indeed.

The Traveller Rubber Company, Bethlehem, Pa., maker of Traveller tires, has placed its account with the J. H. Cross Company, Philadelphia.

Poor Richard Dinner under "Big Top"

The Poor Richard Club, of Philadelphia, held its seventeenth annual dinner at the Bellevue-Stratford Hotel on January 17—the anniversary of the birth of Benjamin Franklin. This year the entertainment took on the atmosphere of a big circus. The ballroom where the dinner was held was tented over, the "main top" being supported with three thirty-foot poles. The walls and pillars were masked with canvas, upon which were painted cages of wild animals. Light was supplied by three arc lights after the style of a circus. Around the boxes was a four-foot-wide canvas, upon which were painted the advertisements of national advertisers, alternating with as many wild animals.

Outside the main tent were side shows, ballyhoo men, barkers and other circus "essentials."

The thousand men and women who were present were given a five-hour entertainment, consisting of Poor Richard talent, acts from vaudeville houses and from every theatre in the city. The first half of the programme was "circus," even to a parade, and including "wild animals," clowns, bareback riders, etc.

The speakers were Senator Harrison, of Mississippi; Tom Masson, of *Life*, and Suzanne Silvercruys, of Brussels, Belgium. The director-general was Harry L. Appleton, assisted by William Harold Martin, stage manager. Entertainment was in charge of Karl Bloomingdale; decoration, Clarence W. Cranmer; speakers, Rowe Stewart.

Earl S. Dickens in New Position

Earl S. Dickens, who for the past six years has been the sales and advertising manager of the O'Brien Varnish Company, of South Bend, Ind., has resigned. Mr. Dickens has purchased an interest in the Dolphin Color Company, Toledo, O., and on February 1 will become general manager, in charge of sales and advertising.

Paul L. Swisher has been appointed advertising manager of the O'Brien Varnish Company.

Waters Agency Has Potter Knitting Account

The Francis M. Waters Advertising Agency, Springfield, Mass., is placing the advertising of the Potter Knitting Company and not of the Carter Knitting Company, as was reported in *PRINTERS' INK* of January 12.

G. N. Gunderson Will Join Baltimore Papers

G. N. Gunderson, classified advertising manager of the St. Paul *Dispatch* and *Pioneer Press*, will be associated after February 1 with the Baltimore *American* and *News* in a similar capacity.

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Jan. 26, 1922

PRINTERS' INK

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New York Business Publishers' Meeting

The New York Business Publishers Association will hold its first meeting of the year on January 30 at the Machinery Club at 6 P. M. "Bread and Butter for 1922" will be the theme of the addresses. The speakers and their subjects are: "New Angles on Copy," by R. Bigelow Lockwood, of the McGraw-Hill Co., Inc.; "The Business Manager as a Sales Promoter," H. O. Barnes, *Textile World*, and "The Salesman's Angle," Fred W. Schultz, *Iron Age*.

F. W. Prince Leaves Westinghouse Lamp Co.

Frederick Welles Prince has resigned as advertising manager of the Westinghouse Lamp Company, New York. He is succeeded by Harry A. Grace, who has been assistant advertising manager of the company.

Fraser Account for Walter B. Snow

The Warren F. Fraser Co., Westboro, Mass., maker of automobile wrist pin cylindrical grinding machinery; has placed its account with Walter B. Snow & Staff, Boston. Class publications will be used.

"Bay State Pleasure Car" Advertised

Newspaper advertising is being used by the R. H. Long Company, Framingham and Worcester, Mass., to advertise the Bay State Pleasure Car. The advertising is handled by Chambers & Wiswell, Inc., Boston advertising agency.

The car is manufactured by the same interests that control the R. H. Long Shoe Company.

Orange Smash Prepares for National Campaign

The Orange Smash Company, Birmingham, Ala., has placed its advertising account with the Charles Daniel Frey agency, Chicago. Outdoor advertising and newspapers will be used in a national campaign in behalf of Orange Smash and other carbonated drinks.

Fred Blauvelt Returns to Cowen Company

Fred Blauvelt, formerly secretary of Stanley E. Gunnison, Inc., New York advertising agency, has rejoined the Cowen Company, New York agency. He was formerly business manager of the Cowen Company and at one time conducted his own agency in New York.

The George L. Dyer Company 42 Broadway New York

Western Offices
76 W. Monroe St.
Chicago



Newspaper, Magazine
and Street Car Advertising
Publicity and Merchandising Counsel

Questions That Cannot Be Answered Generically

When the Solution of a Sales and Advertising Problem Must Be Specific

CHICAGO, ILL.

Editor of PRINTERS' INK:

We have been constant readers of your publication for the past eight years, and wish to take this occasion to compliment you on the fund of practical merchandising and advertising hints that each issue contains.

We are now up against a sales and distribution problem that must be encountered by a great many manufacturers of specialties, and we are writing you with the hope that your storehouse of information regarding this subject may enlighten us somewhat, giving us the benefit of other manufacturers' experiences, to apply to our own business.

To be concise, the following questions cover some of the information we are after:

(1) How have most successful specialties with a limited market been distributed? Through jobbers? Through resident sales agents? Through direct factory representatives, or by mail?

(2) What has been found to be the best method of payment of sales representatives? Salary and commission? Straight commission, including credit for all business going out of an exclusive protected territory? Commission on only such actual business as the representatives turn in?

(3) What has been found to be the most successful method of obtaining reliable salesmen? National magazines? Daily newspapers, or other methods?

The above questions will give you somewhat of an idea of the information we are after, and we believe an article devoted to this subject will be of universal interest to a great many other manufacturers whose lines do not permit the hiring of factory representatives traveling from the home office.

OUR correspondent, whose name we had obviously better not disclose, has set quite a task for us. We wish we could stand up in meeting and in a few choice, snappy words answer the question that he propounds. But we are not so smart as that. In fact we don't believe that anyone is qualified to answer this manufacturer's queries without using a lot of "ifs," "buts" and "whereases."

The consideration of question number one, for instance, would lead us into a study of dozens of the leading businesses of the country. PRINTERS' INK has published hundreds of articles under the general heading of "distribution,"

and the best method of distributing has not yet been settled, and we do not suppose it ever will be. Whether jobbers or sales agents or factory representatives should be used depends entirely on the business and the circumstances entering each individual case. Each method has many conspicuous successes to its credit.

Much the same answer will have to be given to the second query. The form and amount of compensation that should be paid the salesmen depends on the particular business being considered. We might say, though, that the tendency at the present time is toward the salary arrangement plus some form of bonus. The straight commission plan is very unsatisfactory, both to employer and employee, under existing business conditions. The straight salary method is also inadvisable, because it does not keep men on their toes.

Again as to question number three, it depends on the plan of campaign whether salesmen shall be obtained through newspaper or magazine advertising or in other ways. Concerns such as the Fuller Brush Company and the World Star Knitting Company, who want representatives everywhere, are able to advertise in national mediums for agents. Companies, however, that wish representatives in certain definite places must necessarily advertise in sectional mediums. — [Ed. PRINTERS' INK.]

Roy Quinlan with Charles Daniel Frey

Roy Quinlan, recently associated with James Howard Kehler and the Dorland Agency, Inc., Chicago, has joined the staff of the Charles Daniel Frey agency, Chicago. For two years after the war, in which he served in naval aviation, Mr. Quinlan was with The George L. Dyer Company. His first advertising experience was with the Chicago organization of the J. Walter Thompson Company.



Keep Step With Indianapolis



Washington Street
Today and 1853



Reaching practically every home in Indianapolis as well as the key homes in the rich surrounding territory, dealers know that sufficient News advertising is sure to create a demand.

SLUMPING volume on your sales records for Indianapolis means that you have not kept step with the business in this market. If your sales are off, there is something the matter. It may be increased competitive effort. Perhaps your distribution is not anywhere near where it ought to be. Business analysts find that Indianapolis is one of the healthy spots on the business map of the country.

Indianapolis is a hard market for the manufacturer interested only in passing his merchandise on to dealers. It's an easy one though for the seller who is willing to back his product with regular newspaper advertising.

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTE
Tower Building

USE NEWSPAPERS ON A THREE-YEAR BASIS

Baltimoreans Don't Say Newspaper

Growing with Baltimore

During the year 1921, THE SUN (Morning and Evening) gained 28,469 in average net paid daily circulation over the year before. This is an average gain of more than 15 per cent.

The gain in The Sunday Sun's circulation during the same period was 13,117, or a 9½ per cent. increase over its average net paid circulation during 1920.

THE FIGURES

Gain in Average Net Paid Circulation

The Sun and The Evening Sun

	1921	1920	Gain
THE MORNING SUN..	114,632	105,157	9,475
THE EVENING SUN....	101,065	82,071	18,994
Morning and Evening....	215,697	187,228	28,469

The Sunday Sun

	1921	1920	Gain
THE SUNDAY SUN.....	150,881	137,764	13,117

per

—They Say 'Sunpaper'—

In the advertising field, too, The Sun's record for the year was truly remarkable. Despite the general industrial situation, the Sunpapers carried:

In The Morning Sun..... 7,684,482 agate lines
In The Evening Sun..... 12,510,782 agate lines
In The Sunday Sun..... 6,861,198 agate lines

A total of 27,056,462 agate lines for the year.
Few, if any, papers in the country will be able to equal this record, we believe, when the final figures are known.

Baltimore is one of the leading industrial cities in the country. It is the first city in the country in the manufacture of straw hats and of cotton duck. The largest copper refining company in the country is located here.

If you are thinking of advertising in Baltimore, or desire some figures on which to base an advertising appropriation, write to the Merchandising Service Department of The Sun or ask to have one of our advertising representatives visit you. Their advice is free, and they are well qualified to be of assistance to prospective advertisers.

Everything in Baltimore Revolves Around

THE



SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

Try it out in Representative Milwaukee

Extra Measure

Nowadays the dollar in every appropriation must do the work of two.

In what market, other than Milwaukee-Wisconsin, has the dollar this purchasing power?

Here, The Journal influences the \$9,000,000-a-day buying-tide of the great half-million buyers living in Milwaukee.

And for *extra measure*—The Journal cuts a wide trail into the principal parts of the rich Wisconsin territory.

The Milwaukee Journal

FIRST—by Merit

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York Chicago San Francisco

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The Personal Tie-up of the Advertising Manager

How to Consolidate a Man and His Success

By Benjamin H. Jefferson

Advertising Manager, Lyon & Healy

A NUMBER of years ago a young advertising man conceived a bright catch-line for shoes. He took it to the largest shoe concern in his city and had an interview with the heads of the firm. They took the matter under consideration. This young man then left the city and was gone for a year. He returned to find the city gay with advertisements of shoes made by this concern and under the name of the shoe was his catch-line.

So he betook himself to the huge shoe factory, his mind filled with pleasant thoughts of a fine position, or, perhaps, a big check, or even maybe a chance to become a shoe manufacturer. He asked for the head of the firm, who at once recalled the incident of his visit the previous year.

The young man, gazing upon several acres of boxes decorated with his catch-line, modestly suggested that as the owner of this idea, he was now ready to receive his reward. To which the manufacturer replied: "Sure, my boy, sure. We always want to treat everyone perfectly square. Help yourself to a pair of shoes."

An advertising manager of a great concern put out a campaign which was so good that it attracted nation-wide attention. Everybody talked of it. Aristides, as I will call this advertising manager, was looked upon as a made man. The next thing we knew, he was out. I got the climax of the last act from one who was there. It seems Aristides was not entirely unaware of his cleverness, and as the days went by and there was no increase in his salary check he became peeved. His work was good—really fine. So one bright day he went before the directors and purely as a bluff—simply to wake them up—tendered his resig-

nation. Did he not hold the winning cards? Was he not IT? Alas, for the blindness of stars! His resignation was accepted instantly—and without one dissenting vote. It was a modern version of what took place in Athens some twenty-five hundred years ago. You remember that the original Aristides asked a total stranger why he was voting to ostracize Aristides. "Well," replied the voter, "I'm tired of hearing about that fellow's virtues!"

ACHILLES' VULNERABLE HEEL

Another advertising manager secured one of the highest salaried posts in this country. His new connection was with a general advertiser spending thousands of dollars a day. He began a magnificent campaign and everybody gazed on him with envy. Then, suddenly, he was out. This gentleman we may call Achilles. He told me personally of his sufferings at the hands of the critics in that establishment. "Think of it," he moaned. "They called up all sorts of people in the house to pass comment on my copy!"

"Were the suggestions of value?" I tried to inquire. But my viewpoint was so foreign to his thoughts that I did not press it. Achilles' heel in this case was inscribed "Vanity."

Another advertising man, modest, pleasant, competent, came in to see me. He was "surprised," he said. His success had been beyond question—everything had been serene—then along came the business depression, and one morning he had been given a scant two-weeks' notice. This was Homer—a splendid bard, a thrilling singer of his firm's accomplishments. But blind—stone blind. Otherwise he would have taken the initiative in retrench-

ment instead of being "surprised" at an action forced by stern necessity upon his employers.

Let us look at the genus Advertising Manager a moment. And by advertising manager I mean only a man engaged in handling the advertising of a business house. The term advertising manager in connection with selling space on a newspaper is a misnomer.

My first acquaintance with the advertising manager we find in commercial concerns dates back only about thirty years. It was in Lyon & Healy's. P. J. Healy partitioned off a small room in 1887 and placed therein a very young man with "nothing to do but to spend the money." Up to that time advertising managers were confined to the old-line patent medicine men, and the advertising man's salary varied according to his ability to "scare hell out of 'em."

But the idea of the commercial advertising manager was sound, the time was ripe, so within a few years we find hundreds of advertising managers playing their tasks very much as today.

These men were recruited principally from these sources:

1. Advertising agencies;
2. Printing offices;
3. Newspapers;
4. Engraving and supply firms.

All went into the new field with the idea of making a success as an advertising manager, but all had a background ever reminding them of other fields. Then in the '90's came the era of advertising lessons by mail. The magic idea of splitting a \$2-book into twenty \$1-lessons was to be found on every corner. Presently a swarm of young advertising managers from this source invaded the field. By the year 1900 an advertising course began to appear prominently in the colleges and the new life calling had fairly arrived.

In nearly every profession the matter of the personal tie-up of the individual to his success has been carefully worked out.

Many of the most beautiful

homes in America are the property of professional men, but where are the mansions of the advertising managers? Alas! You must look for them in the skies of their dreams. We can all name a few active advertising managers who have estates, stables, and, best of all, the solid prosperity of a successful member of a large mercantile enterprise. But before we have counted as far as the fingers on our two hands we run out of examples. In conducting a youthful David through the streets of business, as Micawber did, we know not where to turn to prove that reasonable diligence and intelligence will pay at least as well in the advertising manager field as in the other posts in the commercial world. Advertising managers are wont to consider the doctors as the most unbusiness like of men. But the doctor has worked out the personal tie-up and can charge and collect by law all he is entitled to. If you doubt this, just try a small operation, or even have a tooth filled.

The early advertising managers, as I have said, all had a vine-covered cottage in the shape of a job in a printing office awaiting them if the advertising manager-ship didn't pan out. And today you will find many successful agency owners, printers, publishers, engravers, etc., who at one time or another were advertising managers for so-and-so.

What is wrong with this?

Just this—the tremendous waste of it. Imagine saying to a doctor: Spend the best years of your life practising medicine, and then for your personal success, later on, you can start a crutch factory. Would good men under these conditions study medicine?

Let us see if we can get at the root of the matter.

There is in a business house much the same feeling one finds on a ship. We have the captain; the officers, and the crew. Success for the entire body is bound up in a safe voyage for the vessel. In practically all positions in a business house the condition is the same. And it is into such surroundings that our new advertis-

ing manager arrives. The ship is everything to the fellows he works with—as, indeed, it should be. But to him?

Here we mark at once a line of cleavage. The advertising manager perhaps not only knows very little about horse-shoes (if that is his new job), but instead of living horse-shoes—saturating himself with everything connected with the product—he views himself as exercising a separate calling, i. e., advertising.

It seems very trite to say that the fellows on the horse-shoe ship are not interested in advertising only as it can serve horse-shoes. Say at the most 3 per cent to 5 per cent. Yet why should they be?

The fact that the advertising manager as he grows experienced in advertising can abandon the horse-shoe lugger and start his own advertising agency, or his own newspaper is usually figured as an advantage. But is it? That is just the thing I want to get at. For it is just here the waste comes in. Surely, if a man is to be a great printer, the thing to do is to get started in that line at once—and not fool away, maybe, ten years on horse-shoes.

I have had the great privilege of talking this subject out with scores of advertising men, for it has been my custom whenever a man came in to tell me of making a change in his business to ask him the reason. And always I get back to this line of cleavage. This is not to blame anyone—or even to advocate a particular remedy—but merely to try to look fairly and impartially at the great Horse-Shoe Ship and its eager captain and officers, and its expert crew, and at the new advertising manager who comes to make his own fortune on that ship—and not to make his fortune by using the job simply as a stepping-stone to something else.

First, then, can an advertising man hope to climb as high as a salesman, or as a bookkeeper? Certainly he can be as competent, if he will, as any other man in the organization. He has many advantages; in fact, as the mouth-piece of the house, he has

endless opportunities to acquire knowledge of the business. But many an advertising manager succeeds a man who was in the position only a year or two—whereas the prominent salesman and the accountant were born on the premises—as the saying goes.

Secondly: Does the average house value the advertising manager at his true worth? And what is his true worth? Complex questions, difficult to answer in general terms.

One thing sticks out, the advertising manager who admits he is a genius is in for a short ride, because the average house doesn't want a genius. It wants a plain, honest workman who wins because he works faithfully year after year to sell his house to the public. And with the "genius" goes also the "star performer." Other young business men have a chance of being overrated—for they can keep still—and look wise—a large part of the time. But the advertising man must talk, talk, talk. Incessantly he must hold forth. That's what he is paid for. Talk. And, moreover, his talk is in an indelible form. He is bound to reveal himself. If it is two for him and one for his house in his mind, the entire world will presently know it. There is no way of keeping it a secret. But the reverse is equally true, if he cares so much for the success of his house that his personal gains are only a small thing in comparison, that will shine out in his daily copy.

Lack of confidence on both sides, brought about by an imperfect understanding, has been an outstanding characteristic of the situation up to the present time. Yet I have known few advertising managers who were not sincerely devoted to the interests of their house. Even when farthest away from their particular line of endeavor, and most lost in obtruse advertising affairs, they had an idea that some time, in some way, this special knowledge would be of value to the house.

And every firm head I have

talked to, desired greatly an advertising manager who would conduct that department over a long period of years so that it would be one of the strong features of the business.

But perhaps just because these things should go without saying, few young advertising managers go to the head of the house and say: "Please forget as far as possible that I am an advertising manager. Treat me exactly like your other juniors—I'm interested in advertising solely as it can be made to yield a profit to us all."

And on the other hand, few principals talk as encouragingly face to face with their advertising manager, as they do about him.

Furthermore, some principals avoid direct and blunt criticism of copy they don't consider good because they take it for granted that the advertising manager must be a sensitive chap—a sort of wireless receiving station for impressions. Other officials refrain from praise of the work of the advertising manager. More than one merchant has said to me, substantially: "If we praise our advertising manager we'll lose him, sure as fate!"

This sort of spirit is all wrong. Mutual confidence, based on the knowledge that from this time forth there will be a distinct genus—the advertising manager—who expects to win or lose, according to his ability to fit into a most important post in a modern business—will help to cure it.

The advertising manager must be absolutely independent of outside influences. How can he retain his dignity if he is placed in his position by some outside influence—some person or firm that wishes to do business with his principals? He should come into the house on his own merits. And he should fight every form of favoritism impartially. As the years go by he should have only one close friend—and that his house. He should advocate no source of supply—all papers, printers, etc., should look absolutely alike to him. If his determination to spend the advertis-

ing appropriations absolutely on the basis of getting the most for the money leads to his denunciation by various interests that is the highest compliment that he can earn. It is not so much a question of honesty as of unprejudiced judgment. A judge who consorted with, let us say, landlords, would hardly be as impartial as one quite unknown to flat-owners. So an advertising manager who spends practically all his firm's money with men who have never laid eyes on him has an ethical foundation as the servant of the house far different from one who is a chum—or immediately grows chummy—with everybody who sells goods to his department.

One more thought in conclusion. Once aboard the Horse-Shoe Luger what is the difference if winter comes? The past year, I think, has shown thousands of advertising managers the answer. The danger of the line of cleavage of interests is more apparent now than in the fair-weather times. In every city there are men whose plans have been uprooted, who are making what amounts to a new start in life. Less brilliant men have weathered the storm, and in fact the "old reliable" type of high-grade worker is as secure in his position as ever. Few of them are adrift.

Can an advertising manager be as safe in his tie-up to his house as other types of house officials? Can he with profit, and the certainty of final success, dissociate advertising in his own mind from everything except its bearing upon his employer's business? Should he not, with clearer vision, avoid wasting time on anything unless it has a direct bearing on the daily problems of his house? And, finally, must he not banish this cleavage of interests? Must he not study to become thoroughly posted in his particular line of business so that he will rank in life first, let us say, as a good horse-shoe man, and, secondly, almost as an afterthought, as a good advertising manager, too?

A New Rate for Color Pages

From March 1, 1922, new rates for color pages in the American Home Journal (the Saturday Magazine Section of the Chicago Evening American) will be as follows:

Back Color Cover - - - - - \$2,000

Inside Color Pages - - - - - 1,750

Double Inside Color Pages - 4,000

This announcement is made here in fairness to advertisers who are planning color pages for use in the American Home Journal during 1922, but who thus far have not definitely engaged space for their requirements.

Since its first issue, September 27, 1921, the American Home Journal has maintained a circulation average well above

450,000

CHICAGO EVENING AMERICAN

"To Girls Who



HAS everybody a voice; can everybody sing?

Frieda Hempel, for seven years a Metropolitan prima donna and a concert and oratorio singer of unsurpassed popularity, writes in the February *Woman's Home Companion*, a common-sense talk to girls who want to sing.

Miss Hempel's article is published in the *Woman's Home Companion* not because every girl is a potential grand opera star. Far from it.

It is published because every woman wants to know how other women work and live and achieve success.



Who Want to Sing"

"We have no editorial duty to perform that necessitates our boring our readers. We cannot hope to interest every reader with every page, but we must count on interesting a very large group of readers with anything we give up our precious white space to."

Gertrude B. Lane
Editor

**WOMAN'S HOME
COMPANION**



—the very nature of all Newspapers

is based upon "immediate action."

News is of the world *today*.

Department store advertising is merchandise news of *today*.

Classified advertisements offer opportunities *today* that may be gone tomorrow.

National advertising in Newspapers localizes the product and facilitates buying *today*.

The whole psychological setting urges the reader to immediate action.

Obviously *immediate buying* is more likely to result from Newspapers than any other medium.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Chicago

New York

Atlanta

Kansas City

San Francisco

Business and the Business Press

VI. An Interview with David Williams, for More than Fifty Years
Publisher of *The Iron Age*

By Roy W. Johnson

THE function of the business press described in a preceding article under the head of "penetration"—that is to say, its ability to grasp the needs of the industry as a whole, and to shape its policy to meet them—is, in my opinion, the real test of a paper's fitness to survive, and of its value to readers and advertisers alike. A study of those papers which have outlived the generation in which they were founded, and those which have passed away unwept, unhonored and unsung, discloses that in an astonishingly large majority of cases the latter have been publications devoted to the special interests of a single group or class within the industry, or have been mere parasites attempting to thrive on the constructive efforts of others. Those which have proved their fitness by the conclusive test of survival have, practically without exception, been publications which placed the best interests of the whole industry first, and subordinated every other consideration. Oftentimes this has meant the sacrifice of immediate profits, and publishers have frequently incurred the temporary enmity of more or less powerful interests. A great many battle scars are visible in the pages of these old-time publications. But the significant fact remains that those papers which did stand up for the interests of the whole industry are here today, while scores of publications which yielded to pressure have vanished utterly.

It is probable that David Williams, for more than fifty years the owner and publisher of *The Iron Age*, is the only man still living whose experience includes practically the whole development of the business press; who has seen its growth from a mere half-dozen struggling and ill-reputed sheets to its present position of

prosperity and influence in the business world. Hardly less radical changes have taken place in the business world itself since 1856, when Mr. Williams, as a boy of fourteen, joined his father at Middletown, N. Y., in the publication of the hardware paper which soon after became *The Iron Age*. Of that publication he remained the active head until 1909, when the paper was sold to its present owners. An account of the early development of the business press would hardly be complete without drawing upon Mr. Williams's recollections, and though in his eighty-first year, he was good enough to consent to an interview for incorporation in this series of articles.

HUMBLE BEGINNINGS

"My father was not a publisher," said Mr. Williams, "and I have often thought that he would have been better off if he had let printers' ink alone. He was a hardware salesman by profession, and a member of the radical party in Ireland which ultimately brought about the revolutionary troubles of 1848. For a time he was a member of the staff of *The Irish Nation*, a revolutionist organ of the period, and when he escaped to the United States in 1848 he brought with him a liking for the printing office and a cordial antipathy for Great Britain. The former was responsible for his starting the publication, and the latter had much to do with the firm stand it took for a protective tariff—a policy which later proved itself sound for quite different reasons."

The publication was started as a house-organ—as it would be called today—for circulation among the customers and prospects of John Williams, manufacturers' agent. As such, it naturally began the publication of price quotations,

and this policy was continued as a leading feature of its service. This caused serious dissatisfaction among the jobbers, who in those days considered a price quotation as a strictly private matter between buyer and seller, and for more than twenty years a more or less bitter opposition to the paper was manifested by the jobbing trade, and several attempts were made to organize boycotts against it.

"It was in 1876 or thereabouts," said Mr. Williams, "that the jobbers held a convention and passed resolutions agreeing among themselves that they would not handle the products of any manufacturer who advertised in *The Iron Age*. They appointed a committee to apprise manufacturers of that fact, and one of the members of the committee, a prominent Middle-Western jobber who is a big advertiser today, came to New York and waited upon a certain large manufacturer whose name I won't mention. He stated his errand, and declared that the price quotations in the paper were simply ruining the chances of doing business. 'It goes to every crossroads hardware store in the country,' he declared, 'and gives the dealer advance notice of every decline in prices. We can't do business in the face of competition like that.' 'Aren't you putting it a bit strong?' the manufacturer asked him. 'I didn't understand that it went quite so far as that.' But the jobber insisted that the paper reached every crossroads store, and he wanted the manufacturer to stop advertising in it!

"We printed the news of the convention, of course," continued Mr. Williams, "including the resolution. And it just happened that about twenty years previously a bunch of jobbers had signed a resolution that they would refuse to handle the product of any manufacturer who marked his goods with his name or trade-mark, so that the dealer could tell where they came from. We dug that resolution out of the files, and printed it too, along with the names of the jobbers who signed

it. Then we asked, 'Where are those jobbers now?' and let it go at that. All but one or two of them were out of business entirely. Naturally enough, we stuck to our policy of printing prices, and the boycott of the jobbers really helped the paper rather than injured it."

CUPIDITY AS A REASON FOR BEING

On the other hand, as Mr. Williams pointed out, there were plenty of papers started merely with the intention of competing for some of the business, and without any clear grasp of what would benefit the industry. "At one time," he said, "I counted twenty-eight of them which had, at one time or another, been in existence, but which had all ceased publication. On one occasion there was a paper in Philadelphia which was giving my local representative a great deal of trouble, and as the publisher offered to sell out I went down to look the proposition over. In the course of the negotiations I asked how many paid subscribers the paper had. 'We have agreed not to make any claims on that point,' he told me. 'It's rather important, however,' I suggested. 'Have you as many as a hundred, for instance?' He couldn't say, offhand. 'Have you fifty, or twenty-five, or ten?' I asked him, with the same result. In the end we agreed that he didn't have any, and I didn't buy. That was a sample of the sort of competition we had for a great many years. The paper had been in existence almost thirty years before it had a real competitor, and during that period it had to carry on the pioneer work alone.

"Conditions are vastly different today," Mr. Williams continued, "when there are plenty of trained men in existence for publishers to draw upon. If we wanted a man, however, we had to train him from the ground up in our own shop. That applies to every branch of the business, editorial, advertising and circulation. We could not hire assistance from outside, and when anybody tried to hire one of our men we had

What Sort of Company Does Your Advertising Keep?

No. 24.

The "company" that really makes the value of advertising "white space" is not "preferred position," but the news and other contents of the publication.

Fairchild publications are known for the unusual attention with which readers follow their contents.

In every branch of the textile, apparel and related industries; in every state; in large cities and small towns, one or other of these publications is the main resource for specialized "news and ideas" of the men and women who make decisions, who initiate and control distribution.

"White space" anywhere in these publications gives opportunity for "attention-value" equal to that of their news contents. Advertisers need not fuss over whose advertisement is alongside, above, underneath or opposite. Put the message in your space and it will be read.

The dull facts below have significance—

FAIRCHILD PUBLICATIONS include: (1) two daily business newspapers—**WOMEN'S WEAR**, paid circulation exceeding 23,500 daily, to more than 1700 cities and towns throughout U. S. A.; and **DAILY NEWS RECORD**, paid circulation exceeding 18,000 copies daily, to more than 1900 cities and towns throughout U. S. A. (Both Members A. B. C.); (2) the "twin" semi-monthly, illustrated, trade magazines—**MEN'S WEAR** and **CHICAGO APPAREL GAZETTE**—paid circulation exceeding 10,800 copies per issue, to retail merchants and their staffs in every section of U. S. A. (Both Members A. B. C.); (3) a variety of trade directories covering all branches and markets of the textile, apparel and closely related industries—the **FAIRCHILD BLUE BOOKS**—with a combined annual distribution exceeding 185,000 copies; (4) **FAIRCHILD'S BULLETIN**—published weekly in two editions, for European and other foreign countries. Head Offices: Fairchild Building, 8 East 13th Street, New York. Branch Offices: London; Paris; Washington, D. C.; Chicago; Philadelphia; Boston; Rochester. Staff correspondents or other news correspondents everywhere.

to meet any offer that was made, for our whole staff, practically speaking, consisted of indispensables. That made it difficult for competitors, naturally, but it led to the sort of competition I have described: competition which was purely destructive, and in many cases positively demoralizing for the time being.

"Repeatedly we were told by our salesmen, 'So-and-so says he can buy a page in the _____ for so much money, and he won't pay any more for a page in *The Iron Age*.' Ten chances to one, the paper mentioned was a fly-by-night sheet with no influence and perhaps no subscription list whatever. But bear in mind that in those days there were no established standards, such as are available now, and a page was a page. A man and a boy could throw together a few pages of paste-and-scissors material, have an indefinite number of copies printed, and mail them to a list of names selected from a directory. Maybe the bulk of them would never be mailed at all. But so far as claims went, the sky was the limit; and you may be sure that establishing a solid and reputable business under such competitive conditions was not exactly a picnic. The whole business of publishing trade papers was for many years under a cloud of ill-repute, for while there were a few publications trying to do business on an honorable basis, there were scores of these disreputable fakers to give the business a bad name. It took considerable courage, and no end of faith in the ultimate success of sound methods, to put the business press in the position it occupies today."

In 1909, when *The Iron Age* was sold to its present owners and Mr. Williams retired from the publishing business, the consideration involved was announced as in the neighborhood of \$1,500,000. That, however, is a very rough and inadequate measure of the value of Mr. Williams's service. For it was such pioneer work as his which made it possible for the later generation of business-paper

publishers to exist, and to establish the standards by which business-paper values are universally measured today. Those standards embody the principles which he put into practice more than sixty years ago, and there is little likelihood that sixty years hence will see them modified.

A. B. C. Rules on Circulation Gained by Prize Contests

The board of directors of the Audit Bureau of Circulations in session in Chicago on January 20 adopted a ruling relating to the contest idea in which an element of chance enters as a circulation builder. It was decided that after March 31 of this year Stanley Clague, managing director of the bureau, should have the authority to segregate such circulation when making an audit for any publication using the contest method. The circulation obtained by the contest will be indicated on the statement so it may be easily identified as such.

In other words, after March 31 circulation obtained by methods such as the giving out of coupons which possibly may be good for money prizes will not be accepted as regular bona fide circulation under the requirements of the bureau.

At the same meeting the directors canvassed the results of the recent mail ballot taken on the question of auditing publications having free circulation. On account of the closeness of the vote the directors hardly felt justified in setting forth a definite policy at this time, but will consider the matter again at their next meeting, which will be held in New York in February.

"The directors decided," Managing Director Clague told **PRINTERS' INK**, "that the vote was of such a character that further analysis would be required. At the New York meeting the matter will be gone into in detail and most likely a definite ruling made. Out of the total membership of the bureau 911 votes were cast."

Frank C. Thomas Leaves "Drug Topics"

C. S. Mott, who has been Western advertising manager and special field representative for the Modern Hospital Publishing Company, New York, for the last seven years, has been appointed Eastern advertising manager of *Drug Topics*, New York. He succeeds Frank C. Thomas, who will devote his time to publishing a color section to appear in drug journals.

The United Advertising Corporation, outdoor advertising, and the United Advertising Agency, New York, recently held a meeting of the Eastern Sales Department at the New York Advertising Club.

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THE FASHION illustration typical of Harper's Bazar is a distinctive thing. It is smart without being bizarre, and modern without descending into the eccentric. Its purpose may be summed up in this way: to show the woman of wealth and social position herself, gowned as she will soon be gowned, looking as she would like to look.

Harper's Bazar

1,100,000

Every Issue

CIRCULATION leadership is excellent. The Farm Journal has it; and an editorial policy that gets so close to country people that they read and re-read the paper.

Because its readers believe in The Farm Journal, "it pays and proves it pays."



Unlike any other paper

Get All the Facts Now!

Insure prompt returns on your sales efforts. Know what country people buy, and how they buy. The Farm Journal is constantly in touch with its 1,100,000 customers, and their storekeepers. The Farm Journal's 100, research reports and bulletins cover such subjects as these:

Automatic Sprinklers	Overcoats
Automobiles	Paint
Automobile Accessories	Pancake Flour
Baby Powder	Phonographs
Belting	Piston Rings
Breakfast Foods	Roofing Market
Building Materials	Rubber Boots
Drag Saws	Safety Razors
Drop-Forged Tools	Saws
Electrical Equipment	Seeds
Fanning Mills	Sewage Disposal
Fencing	Shampoos
Fence Posts	Shoes
Fire Extinguishers	Silverware
Fruits	Soaps
Garden Tractors	Spark Plugs
Gas Engines	Spray Pumps
Heaters—Oil	Suspenders
Heaters—Water	Toilet Goods
Life Insurance	Tractors
Linoleum	Trailers
Lubricants	Trucks
Men's Clothing	Underwear
Milking Machines	Wall Board
Moving Pictures	Washing Machines
Overalls	Water Systems

When you need any information about the farm market, ask us—write now, before you forget it.

The Farm Journal

WASHINGTON SQUARE

342 Madison Ave.
New York City

PHILADELPHIA

Mallory Bldg.
Chicago

We Think This Gentleman Must Have a Grievance

LANSING, MICH.

Editor of PRINTERS' INK:

"Perplexed" writes an article in the December 29 issue of PRINTERS' INK on "Where Is the Money for Advertising?"

Reading his letter carefully I find that he asks a question—several in fact—but "Perplexed" desires enlightenment.

The trade-mark of banks is "We Pay 4%"—on Savings.

Let me explain how this is possible: An edifice of stone and marble is erected in a style of architecture giving an impression of strength; ponderous bars and locks are merely supporting items; the interior fittings of marble, mahogany and brass bars all savor of strength and safety. We will liken the vault to the web of a spider and let the banker become Spider—"Perplexed" you are a Fly.

"We Pay 4%" is Tanglefoot.

Some flies unthinkingly settle right down into this gluey mess and die there, seldom does one escape. Once the fly goes after 4 per cent via the Tanglefoot route he cannot get away. Tanglefoot is guaranteed.

However, some flies are not attracted by 4 per cent. The Big Green Bottle Flies are given a slow poison in the right ear by Spider: "We earn from 12 per cent to 25 per cent." This never fails to win the Big Green Bottle Fly.

Small flies are attracted by the light of "The Most Expensive Calendar Printed" with the imprint in Gold: "We Pay 4%."

Then there are smiling, friendly, affable spiders, solicitous spiders: the vault is the web; the banker is the spider; the depositor is the fly; "We Pay 4%" is Tanglefoot.

"Perplexed," your New York banker told you the truth. He will get you.

Your money, if you can get it out of that sepulchre, would be safer in an iron pot in your backyard.

The United States Government has a department for savings that I would recommend to you—any time you have any money that you can lay by and while the glamor surrounding it is not proportionately great enough to attract you flies to it; they are doing their best to. Read their ads—they are honest ads—from an honest government.

"Perplexed," if you are figuring on money for advertising purposes that must come through a bank, I suggest you use an acetelyne torch at night and that if you are not criminally inclined or a man of family that you avoid banks altogether.

Your money is working against you in a bank, "Perplexed." You could win only 4 per cent and you have created from 8 per cent to 25 per cent to be used against you.

The money for advertising will not come from banks excepting the quota they set aside to attract you to themselves.

There is no geographical line, "Perplexed"; you are as well off in New York as in St. Louis or San Francisco.

There is a line, though, by which you can avoid bankers. You will find it if you reach heaven; there will be none there.

If "Perplexed" would like to have the names and dates of investments advised by bankers to depositors that yielded a pair of carpet slippers at a poorhouse for them, I will be glad to furnish them.

J. J. CORBETT.

Money to Loan—Fourteen Per Cent

PROVIDENCE, R. I., Jan. 9, 1922.

Editor of PRINTERS' INK:

Just a word in regard to the letter, "Where Is the Money for Advertising" on page 87 of PRINTERS' INK of December 29.

There are some honest bankers still doing business and there are plenty of the other kind. The experience of the writer of that article is not an isolated experience by any means. It really isn't a far cry to the time when knots of business men will get together and do their own banking.

Not very long ago I had a letter from an acquaintance of mine in Cleveland. He was contemplating building small houses to sell at a reasonable figure. I told him I thought he would have no trouble in getting a bank or trust company to finance his operations. He evidently acted upon my advice and made some inquiries at the Cleveland banks. I will here quote a paragraph from his letter. It surely tells its own story:

"I have had the time of my life in financing building operations and learning the tricks of the bankers. I have become thoroughly convinced that the bankers alone are more responsible for our dull times than any other cause. Ten thousand dollars security for a \$2,000 loan doesn't mean anything. My banker thought I was crazy to be building small houses, and if I had any vacant lots I ought to dispose of them for anything I could get. He said the bank was making no real-estate loans, but directed me to a concern in the outskirts, saying I could get any amount I wanted there. I thought so much of his advice that I closed my account there and opened with another bank, then I made the call where he directed. I could have a loan—any amount I needed for operation. It would cost me \$100 bonus for the favor and the interest would be fourteen per cent. I begged time to consider before accepting his generosity, requested some of their literature and, studying it, I found the officials were all directors in the various banks here. I am building and doing it without the aid of banks, but I may go hungry before I get it back."

These same bankers are the kind of business men who cuss the socialists and wonder why we have Bolsheviks. They can't seem to recognize the fact that they are making these pestiferous animals just as fast as their influence is felt by the poor common people.

As it won't do any particular good, you will please refrain from using my name to the foregoing.

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Total Circulations of Minneapolis Daily Papers Compared

Journal	100,936
Morning Tribune,	68,517
News	58,995
Eve. Tribune.	50,158

*Figures for 6 months
period ending Sept.
30, 1921*

THE total circulation of The Minneapolis Journal is a steadily growing, positively unduplicated circulation.

During the last nine years, 1913 to 1921, inclusive, The Journal gained 22% in circulation—a gain commensurate with the population growth of Minneapolis—while the second evening paper, The News, gained only 10% and the third evening paper, The Tribune, 8%.

This is one important reason why the aggressive, successful retail merchants of Minneapolis have selected The Journal during all of these eight years to carry the larger part of their display advertising.

THE MINNEAPOLIS JOURNAL

*Represented in New York, Chicago, and
San Francisco by O'Mara & Ormsbee, Inc.*

46,829 Subscriptions in one month

The largest number of full-rate subscriptions ever received by The Curtis Publishing Company in one month. 565,736, were entered in the month of December—each one representing a new subscriber, every subscription paid in advance.

Curtis circulation covers every city and town in the country, and reaches a total of 1,000,000, which has a dominant influence on the public mind.

THE CURTIS PUBLISHING COMPANY

The Ladies' Home Journal

The Saturday Evening Post

scriptions received on day!

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G CONY, PHILADELPHIA, PENNSYLVANIA

he Sat Evening Post

The Country Gentleman

POSSIBLE *but not probable*

THERE may be somewhere
a printing house better
able to take care of your
printing needs than the
Charles Francis Press.

There *may* be.



Charles Francis Press

Printing Crafts Building • Telephone Longacre 2320

461 Eighth Avenue, New York

How the Family Idea Works in Shoe Advertising

Prestige of "Buster Brown" Line Utilized to Put across New Grades under Names of "Barbara" and "Burton"

By R. K. Sewell

WHEN the buyers' strike was at its height a few months ago the Brown Shoe Company of St. Louis found out a most interesting fact that is now having its effect upon the company's entire sales policy. The shoe industry had done its full share of suffering, as is well known. Notwithstanding this, the Brown company, in summing up things for the fiscal year, found that the sales of its "Buster Brown" line of children's shoes were 112 per cent of those of the preceding year, while its sales on men's and women's shoes during the same period had decreased fully fifty per cent. The difference was that the Buster Brown shoes had been advertised to an extent that made their branded name familiar throughout the country, while the other shoes had been advertised not at all.

This was an object lesson that needed no further argument. It proved the case for the advertised line in a way that might never have been possible had the previous conditions of easy selling continued. Just as long as Brown could sell as many shoes of all kinds as it could possibly make there might be difficulty in reducing to figures the relative pulling power of the advertised shoes as against the others. But when the time of stringency came on and each line was fighting for business strictly upon its own merits, there was no need to try to prove anything about Buster Brown shoes. The sales figures spoke eloquently, just as they have done in other instances noted recently in **PRINTERS' INK**.

So when it came to the proposition of putting out a new shoe for men and another for women it was generally agreed in the Brown company that they must be

advertised under branded names. And here we see an instructive instance of utilizing the reputation of one line of goods to bring quickly to new lines a prestige and standing that they otherwise could not get except at the cost of consistent and continued advertising effort.

The men's shoes were named "Burton Brown" and the women's "Barbara Brown." "Buster Brown" shoes for men or for women would be manifestly a misnomer because of the long association of that name with children's shoes. But the names "Burton" and "Barbara" seemed to hook up with "Buster" in an entirely appropriate way.

It was decided to create a Brown-bilt family, including the three shoes. There now is in progress a national advertising campaign which started in November to introduce the two new members of the family. The first advertisement was a two-page affair in a national medium in which Buster and Tige were shown presenting the two new members. The campaign will be continued vigorously in magazines for some months, supplemented by intensive work among dealers through business papers, direct mail and the company's specially trained sales force. Newspapers will be utilized widely to give the campaign local application.

EACH LINE WILL HELP THE OTHERS

The three shoes in the Brown-bilt family will be advertised together at all times so that whatever reputation any one of the three may have will help the others along. Each shoe will have its turn at being emphasized and featured in the advertising with the other two coming secondary. An effort will be made to induce

the retailer so to time his advertising efforts that they shall coincide with the general campaign in a way to give him the maximum benefit. The entire proposition in this respect was thought through for the retailer in advance and full detailed instructions given him so there would be no slip-up.

The news of the forthcoming general effort in behalf of the Brown-bilt family was conveyed to dealers by means of a broadside which was so constructed physically that it could be used for window display purposes at each successive step of the campaign. It supplies an instructive example in the effective use of broadsides that should be profitable to manufacturers who want retailers to co-operate to the end that advertising shall have the maximum influence.

The broadside contains a schedule showing the dealer exactly how to use it. On September 8 or later the dealer was to fold the broadside so that only page two would show. He was to tack it on a board 17x22 inches in size covered with plain navy blue material. Then he was to place it in his show window mounted on a box about a foot high covered with the same material. A pair of Buster Brown shoes was to be placed on each side of the box and the display was to be left in the window for a week. On page two was an advertisement that was to appear in a general medium on September 10.

On September 22 the dealer was to turn the broadside so that only page four would show which was a large advertisement in behalf of the Brown Shaping Lasts. This was to be mounted on a board 32x42 inches in size covered with bright red material and displayed in the window for a week with six pairs of assorted Buster Brown shoes.

Directions for October 6 and October 20 also were given providing for the use of certain other parts of the broadside and taking care of every detail so that there would be no mistake.

And then on November 3 the broadside was to be opened out

completely. This showed in a striking way the whole series of advertisements introducing the Brown-bilt family.

When the writer sees service matter for retailers going into such details as this Brown broadside, telling exactly the size of boards to use and the color of material to cover them, he is reminded of a book on window trimming written for a wholesale house that maintains an elaborate service department. The book had to be simple because the man did not know the subject in any other way. He described various window trims down even to such petty details as whether one pin or two pins should be used in attaching certain articles to the background. The book was laughed at by window-trimming experts and the house itself was a bit hesitant about using it on account of its utter primitive A B C simplicity. But it made a tremendous hit with the small retailer. It talked to him in his own language, showed him exactly what to do and did not assume that he knew a thing about trimming a window.

It might be proper to say in passing that much high-grade service material is not useful to the retailer because it is prepared from the standpoint of the expert rather than the man who knows little or nothing about the subject. In sending out advertising or other service matter the advertising manager should not necessarily seize upon that as an occasion for showing how much he knows. It is not a question of demonstrating how good a thing a man can write or plan as it is of providing some usable help for the retailer.

The Brown company will try to develop the retailer in questions of policy as well as in methods. It is going to preach the doctrine of "smaller profits per pair, but more pairs." It will emphasize the need of the retailer getting upon a price basis as quickly as possible and to gain the increased profits that can come through more turnovers.

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NUMBER FOUR OF A SERIES

PIPPINS CIGARS--

*also identified with
the Boston American's*

6 months of achievement

Pippins Cigars, the product of H. Traiser & Co., Cambridge, Mass., had never before been advertised in the BOSTON AMERICAN.

It is one of the prominent national accounts which joined the marked trend of advertisers toward the BOSTON AMERICAN in the past six months.

A Remarkable 3-Cent Evening Newspaper

BOSTON AMERICAN

Research and Promotion Bureaus at Service of Advertisers

dealers, while charging altogether fair prices for their goods, make the mistake of insisting upon a full price and a regular profit on every run of shoes they sell. It seems that many of the shoe retailers are slow to grasp the significant principle that what they are after is the average net profit on the whole business for a month or a year and that getting nominal profits on some lines may have a powerful effect in putting the net where it belongs.

Brown is not going to talk in generalities in getting this principle across. The dealer will be given specific advice—such, for instance, as that he should get his full profit for the growing girls' run of shoes and sell his misses' and children's shoes at a closer figure. This would mean more business in pairs and, what is most important from the company's standpoint, would most likely open the way for him to sell Buster Brown shoes resultfully. Buster Brown shoes are of a high grade and the selling price is admittedly high for the retailer who wants his full profit on every run of sizes. But by using pricing methods of the kind just mentioned, the company believes the dealer can quickly demonstrate to himself the advantages of handling the Buster Brown line.

The company expects that Burton Brown and Barbara Brown will find their fight for achievement much easier and more resultful because Buster Brown has done much pioneer work and has prepared the way for the other members of the Brown-bilt family. At the same time it is expected that the men's and women's shoes of the Brown-bilt line—although newcomers, will have much influence in persuading retailers to take on the children's line.

Right here some educational work is being done by the company through its salesmen. It probably sells twice as many children's shoes as men's and women's combined. Yet its observation shows that the average dealer regards the handling of children's shoes as a nuisance, or at the best a necessary evil.

The salesmen, being instructed fully in the new advertising policy, are now trying to sell retailers on the idea that with practically no increase in overhead a modest stock of Buster Brown shoes can be put in and turned three or four times a year, meaning just that much additional profit that the retailer now may be throwing to the four winds.

This is constructive salesmanship in that it approaches the dealer from the profit angle. If Brown can co-operate with the dealer in a way that will make his stock of children's shoes turn three or four times, as against the two or two and a half turns that he gets in adults' shoes, then it has a talking point that is going to get somewhere in these times when everybody insists on being shown.

The Brown company is fortunate in having a name for its children's shoes that can be capitalized upon in an interesting way. The figures of Buster Brown and Tige, made famous in comic supplements, are more or less familiar to every child in America. The company is getting advertising benefit out of this through having three Buster Browns and three Tiges in real life going over the country continually doing development work for shoes. It was fortunate enough to find three dwarfs whose minds had continued to develop while their bodies remained small. These little men, dressed up as Buster Brown and each of course accompanied by his Tige, are now appearing in towns all over the country, giving lectures about shoes and entertaining the children who come to hear them.

Whenever the real live Buster Brown and Tige go to a town all the expense is borne by the company, with the exception of the rental of the hall and the special local advertising which the retailer pays.

The three "teams" are kept constantly on the go and they are dated up for a long time in advance. The stunt is proving to be a popular and profitable piece of advertising.

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IT took a long time to find out—but we've got the facts at last. About ourselves and your market—and let's say right here and now that they're really startling! In the Ads to follow we will disclose these facts . . . but if you're in a hurry to "get at them," all you have to do is to say (by letter or wire) "Tell us!" and you shan't wait long.

The ALL-FICTION FIELD

280 Broadway, N. Y. City
1152 Peoples Gas Bldg., Chicago

The ALL-FICTION FIELD

The Field of
Greatest Yield

Adventure	Munsey's
Ainslee's	People's
Argosy—	Popular
All-Story	Short
Detective	Stories
Story	Top Notch
Love Story	Western
	Story

Does your package stand out or stand back?



IN the dealer's window, on his shelves, or in the show-case—wherever it is placed—does your package stand out from the rest and *command* the buyer's attention?

Design is, of course, a vital factor. But even the most striking design cannot succeed without vivid, uniform reproduction.

The nationally famous products shown above are only a few examples of how Gair workmanship — engraving, plate-

making, color printing — can help secure the utmost in selling value.

* * *

BACKED by fifty-six years of experience in making folding boxes, together with unrivalled mechanical equipment, the Robert Gair Company offers you service which is unsurpassed.

Our experts can design a carton especially for *your product* — a carton scientifically correct in size and shape, and possessing maximum display value.

Or we will take your package as it is now designed and give it new distinction by accurate, colorful reproduction.

Our unequalled facilities for rapid large scale production make the Robert Gair Company the logical source of supply for all the essentials of modern package merchandising: Folding boxes, Labels, Lithography, Corrugated and Solid fibre shipping cases.

The new Gair Service Booklet will interest every manufacturer of packaged merchandise. Send a postal for your copy today.

ROBERT GAIR COMPANY

350 Madison Avenue, New York

CHICAGO \ PHILADELPHIA \ BOSTON \ BUFFALO

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Magazine Tries to Buy Back Its January Issue

Detroit, Jan. 18. An unusual advertisement recently appeared in two of the leading dailies in this city over the name of the business manager of MoToR stating that he was trying to buy back, at the full price, copies of the January issue of MoToR.

The advertisement explained that, despite the fact that Detroit had received one hundred per cent more copies of the 1922 Show Annual of MoToR than they had received the year previous, the newsdealers were completely sold out ten days after they had received their supply.

The advertisement, instead of bringing in a supply of copies, had the effect to increase the demand. During the first twenty-four hours more than one hundred requests were received for copies.

A total of ten magazines were returned. Six purchas-

ers reported that they had bought two copies and the others said that they were willing to let someone else have the opportunity to see the "Magazine that carries the Show into Every State in the Union."

The January MoToR was a feature of the Show, carrying hundreds of announcements from the manufacturers regarding their 1922 plans. With over five hundred illustrations, the magazine was of especial interest to those who were not able to attend the Big Show at the Palace.

Three hundred and seventy pages in this special number covered the industry in a comprehensive way and the increase in space taken by advertisers, amounting to thirty-two per cent, is significant to those who are wondering what sort of a year 1922 will be.

Advertising the Business and Social Advantages of Card Playing

The U. S. Playing Card Company Strikes a Novel Keynote in Its Current Campaign

By James Henle

PLAYING cards date back farther than most of us can think. Hundreds of years ago the games played today were as popular as in the year just starting.

Through all these generations there has developed a distinct version, among vast numbers of people, against anything pertaining to playing cards. Naturally enough, this opposition is traceable to the abuse to which card playing has been put. Perhaps, in recent years, anti-card game resolutions have been strengthened by Bill Hart and his Wild West portrayals. At any rate card games have fallen into considerable disrepute with a goodly portion of our population. In more than one home a deck of cards is absolutely outlawed.

A similar condition held true, and still does to some extent, in regard to billiard playing. The billiard people recognized this and inaugurated an advertising campaign, several years ago, designed to show the benefits of a billiard room cleanly conducted and also to drive the other kind out of business.

Of course the playing card manufacturers could go right ahead ignoring this element of opposition with possibly no ill effects to their sales total. However, it seems to be a case of eventually—why not now,—with the prospect of forestalling any unified movement against card playing. The U. S. Playing Card Company, therefore, has decided to go in for an advertising campaign, larger than any it has run previously, which will emphasize not only the wholesome fun of playing cards—but the business and social advantages that come to the good card player, as well. The campaign's keynote is "play

cards for wholesome recreation."

A surprising number of interesting angles upon this theme were discovered and employed in the advertising. Interviews with John Omwake, president, and C. E. Albert, sales manager of the company, and with M. L. Pernice, Jr., director of service of the Procter & Collier Co., reveal that the campaign, which began in September, has had a notable influence in increasing the queries received by the company, orders for rule books, etc., while, of course, its indirect effect cannot definitely be measured, but is probably far-reaching.

ADVERTISING OF PLAYING CARD COMPANY AIMS TWO WAYS

The thought in the mind of these executives has been that this advertising will not only exert positive influence toward increasing the number of people who play cards and the number of times they play per week, but will also tend to counteract the unsavory way in which playing cards are almost invariably treated when pictured in the movies or employed in fiction. Like everything else, playing cards can be perverted to undesirable uses, but the many real advantages that may accrue to the person who plays cards for wholesome recreation so far outweigh other factors that the company is satisfied its present advertising has been developed from an absolutely logical basis and that it therefore will produce the effects desired.

Here is the way the series of full-page advertisements has been developed. It will probably provide some novel suggestions for those seeking to discover new angles of approach for their products. If playing cards can successfully be merchandised



The Rotogravure Section of The Washington Star

is specially interesting by reason of the notables who have residence here in the National Capital, and are prominent factors in the affairs of the hour.

That's the company your advertisement will keep in the Rotogravure Section of The Sunday Star. You cannot start nationalizing your product under better auspices.

The Evening Star.

WITH SUNDAY MORNING EDITION

WASHINGTON, D. C.

New York Office
Dan A. Carroll
150 Nassau Street

Chicago Office
J. E. Lutz
First Nat. Bank Building

thousands of people who will not send for rule books, pamphlets or any other follow-up matter that may be offered. It was thought at first that publishing these rules would reduce the number of inquiries for the rule book, the sale of which has been a feature of the United States Playing Card Co. advertising for a number of years. Quite the reverse, however, proved to be true. Publishing the rules in condensed form has given fresh stimulus to the demand for rule books, and the advertising is producing a greater number of inquiries than ever before.

DIRECT-MAIL FOLLOW-UPS

Supplementary to the campaign proper, and as a further effort to increase the demand for playing cards, several pamphlets have been prepared, suggesting entertaining ways of using playing cards in other than the usual card games. There is a pamphlet on how to tell fortunes with an ordinary deck of cards, a pamphlet on card tricks for amateur magicians, a pamphlet suggesting how old cards can be used as so many pieces of pasteboard for kindergarten lessons.

There is also a booklet on entertaining with cards which covers every conceivable item that a woman should know before giving a card party. It starts with the correct form of invitation and goes straight through to suggestions for refreshments. An idea of the comprehensive nature of the book may be gathered from the fact that, although it does not contain rules for a single card game, it requires forty-eight pages $4\frac{1}{2} \times 7\frac{1}{4}$ inches to give the helpful information between its covers.

For those who are interested in only one or two of the more popular card games and who do not care to purchase the complete rule book, a pamphlet has been prepared giving the complete rules for the five games featured in the advertisements and also for pinochle.

Contrary to the practice of many companies which find it

necessary to give away their educational material, none of these books or pamphlets is supplied gratis. They are sold, instead, at prices in keeping with the cost of manufacture. Each inquiry for them, therefore, means that they are going into the hands of someone who is actually interested in card playing or in some other use of playing cards.

To merchandise this advertising to dealers that should sell playing cards and especially to the leading stores in each community, the business-paper advertising is featuring the same pictures as the general magazine advertising. The copy, of course, is planned to show the dealer how these various ideas that influence people to play cards make for increased playing card sales in his store, and, especially, increased sales of the one brand that everybody knows.

The business-paper advertisements also announce that window and store display material may be obtained from the U. S. Playing Card Co. This carries the various ideas of the campaign into the stores themselves and thus provides a tie-up between the dealer's stock and the national advertising. Electros for newspaper advertisements are also furnished free to dealers. These reproduce in small space the ideas of the full-page advertisements inserted in national publications.

"Pretty good," might be one critical comment upon the campaign in general—"pretty nearly as good for other card companies as for the U. S. Playing Card Co."

There isn't any doubt that this advertising is, in a way, helping competitors of the company. It is an old advertising problem, but, to get a fresh point of view upon it, I put that objection to an official of the concern. His reply was about as follows:

"The present advertising of our company is based primarily on the fact that is now recognized by a great many advertisers, namely that advertising which increases the use of the kind of product the advertiser makes, even though that advertising seems to benefit



VANDERHOOF & COMPANY *General Advertising*

VANDERHOOF BUILDING • •  167 E. ONTARIO ST. CHICAGO

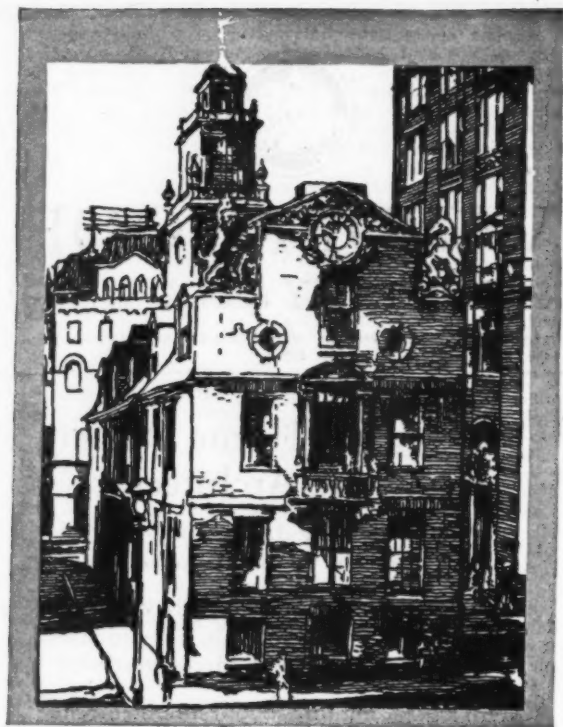
Making the Home Owner Sell the Architect

*How the Kewanee Mfg. Co. is getting
"Armor Plate" Coal Chutes in the specifications*

Architects are prone to lean backward in conservatism. New ideas in construction seldom meet with immediate response.

With a great building boom imminent, the Kewanee Manufacturing Co. elected to so impress consumers with the logic of all-steel construction in coal chutes, that they would insist upon Kewanee when outlining their plans to the architect. A gratifying and ever-increasing number of blueprints now indicate the Kewanee.

Overcoming the apathy of architects and contractors is now a problem requiring such knowledge as we possess.



The
Boston Transcript
publishes daily Public
Ledger Foreign News
PUBLIC

The cable tolls paid by the Public Ledger Foreign News Service average more than \$12,000 a month.

"THE Ledger's Foreign Service not only gives the Transcript individual flavour as would naturally be expected from any special service, but frequently attains the apparently impossible by 'putting over a scoop' in a field that is carefully and jealously covered not only by the great news associations, but also by special services of the more enterprising American papers. These 'scoops' are not merely of a minor nature, interesting though such stories may be, but have included beats of 24 hours or more on matters of first importance—progressive steps on news concerning the Peace Treaty, the Irish situation, an interview with Hara, the Premier of Japan, two hours before his assassination, etc., etc.

"It deals with real history as well as being interestingly written, making a feature which brings the Transcript many compliments and in which the Transcript takes much pride."

(Signed) GEO. S. MANDELL

Man. Ed. Boston Evening Transcript

And the Public Ledger also takes much pride in the fact that the Transcript, with a record of 90 years of leadership in American journalism, should be among hundreds of newspapers which regularly print features supplied by the Ledger Syndicate.

LEDGER

PHILADELPHIA

CYRUS H. K. CURTIS, *Publisher*

all manufacturers of the same product, will, in the end, be of the greatest benefit to the manufacturer whose brand is featured in such advertising and will be of greater advantage to him than any competitive advertising he might do.

"For a number of years the U. S. Playing Card Co. advertised the superiorities of its Bicycle brand of playing cards and, to a certain extent, the attractive features of its de luxe brand, Congress Playing Cards. No other brand of playing cards has ever been advertised so consistently as Bicycle cards. The result is that this is the best known brand and the biggest seller in the country.

"The U. S. Playing Card Co. therefore believed that any general advertising on card playing that increased the consumption of playing cards would benefit Bicycle cards more than any other brand, even though the increased sale were only in proportion to the present relative sale of Bicycles and other cards. The result is the series of full-page advertisements now appearing in the magazines."

Stocks Decrease in Face of Announced Price Reduction

YARNALL-WARING CO.
MANUFACTURERS OF YARWAY POWER
PLANT DEVICES
PHILADELPHIA, JAN. 11, 1922.

Editor of PRINTERS' INK:

For a number of years the writer has been a close reader of PRINTERS' INK and has in that time studied ways and means used by individuals and concerns for securing better dealer co-operation and increasing sales.

Recently we have had an experience along this line that may interest other readers of PRINTERS' INK, so we are going to relate the facts hereunder for what they may be worth.

Having decided to reduce prices on Yarway Pipe Joint Clamps used for stopping leaks in threaded joints of all kinds of pipe lines, such as steam, water, air, gas, oil, ammonia and brine, we had but to determine the best time to put the reduction into effect.

Since these clamps are distributed nationally through leading jobbers and supply houses in the principal cities, most of whom carry stocks, we had to consider what effect such reduction would have on their profits, as of course some were bought at peak prices and 1921 was a lean year for them anyway.

It did not take long to decide to give these stock-carrying friends an opportunity to dispose of the stock on hand before the lower prices prevailed. We could have offered a rebate, and protected them in that way, but as events proved, this would not have been nearly so satisfactory from either standpoint.

In a notice dated December 1, calling attention to the expected reduction on January 1, we told them to get their salesmen busy and sell the stock on hand, and *also not to buy any new stock* not actually needed to fill orders. Naturally, one would feel that with this announced intention of reduction, orders for December would be necessarily light, awaiting the time when new price schedule became operative.

That the exact opposite was the case is shown by a 50 per cent increase in sales over the preceding month, and a 20 per cent bigger total than any other month of 1921. In 1919 December sales were third highest of that year, and in 1920 December was next to the lowest. Moreover, there was not a single stock order from old customers in December, 1921, and but one from a new one. Orders were made up entirely of fill-ins or pick-ups to take care of actual orders received.

We feel that in handling the situation as we did we have materially strengthened the ties that bind us to our dealers and their appreciation will be exemplified in the continued increase in volume of business received during 1922.

YARNALL-WARING COMPANY,
JOS. KILDARE.

1921 a Record Year for Ford Sales

A record for annual retail sales of Ford cars, trucks and tractors was made in 1921, the total being 104,213 more than the 1920 sales. During the year just closed the Ford factory and assembly plant produced 1,054,740 cars, tractors and trucks. Sales of cars and trucks for December, 1921, exceeded those of December, 1920, by almost 25 per cent and it is reported that the tractor retail sales for the same month show an increase of 100 per cent.

Appointment by Thresher Service

Arthur W. Wilson has been appointed head of the farm market division of the Thresher Service, advertising agency, New York. Mr. Wilson was formerly with the Hercules Powder Company and in farm paper publishing work.

Toledo Agency Has Two New Accounts

The Stalker Advertising Company, Inc., Toledo, has secured the accounts of The Automatic Incubator Company, Delaware, O., and The Scientific Farm Products Company, Toledo.

26, 1922

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ADVERTISING



divides itself
into 2 groups

1. The advertising material shown where the PACKAGE MERCHANDISE is on sale.
2. The advertising material known as "general publicity", shown in publication, direct mail and out-of-door items.

(see chart next page)

INSIDE THE STORE

[THE TWO PLACES WHERE ADVERTISING MATTER IS SHOWN]



OUT-OF-DOORS

[THE TWO PLACES WHERE "GENERAL ADVERTISING" IS SHOWN]

Of the advertising items shown in this chart, we create, lithograph (or print) counter displays, store cards, calendars, hangers, shelf signs, booklets, folders, labels and wrappers for inside the store; displays in single card, die cut or hinged parts, as well as labels, wrappers, tags and pasters shown in windows. In "creating" these items we

WOODWARD & TIERNAN

ISING MATERIAL WHERE THE GOODS ARE SOLD]

IN THE STORE WINDOW



COPYRIGHT 1922 WOODWARD & TIERNAN DETL. CO. ST. LOUIS

GENERAL ADVERTISING MATERIAL APPEARS]

IN THE HOME

ent) counter is an accumulative force in maintaining one character of design and purpose labels and throughout a campaign. Well planned store advertising supports "general publicity" s, as well as advertising by appearing where the goods are sold. Well planned store advertising these items based on a survey of the advertiser's selling and distributing methods.

ERNAL PRINTING CO., ST. LOUIS

We originate, lithograph
and print advertising ma-
terial that has the force of
saying to a patron of a store:

“HERE

ARE THE



you've been reading about”

WOODWARD & TIERNAN

PRINTING COMPANY

NEW YORK ST. LOUIS CHICAGO

CLEVELAND OMAHA



LABELS-WRAPPERS-WINDOW DISPLAYS-STORE DISPLAYS-CALENDARS-BOOKLETS-FOLDERS

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rose steadily. For example, in August 13,522 patients were treated; in September the total was 14,110; in October it was 17,048.

The question of how the Institute's story can be most effectively told is not considered as one which has been solved. It is still being studied and numerous experiments are being tried to determine the value of various mediums and presentations. Different kinds and sizes of advertisements have been run, the results showing that large-size copy paid best. At present the Institute is using 300-, 375-, 600- and 800-line newspaper advertisements as best suited to its purpose. It has also used foreign-language newspapers, house-organs of large industries, year books of civic and benevolent organizations, in addition to newspaper space.

Each month the expenditure for advertising has been gradually increased and each month the volume of patients has grown, forcing the Institute to move its quarters to the busiest section of Chicago to keep pace with the demand it has created for its services. Several plans of advertising which will reach Chicago's industrial plants are under consideration for use in the future. One of these calls for the use of posters in the plants and in places about the city where workers gather.

A sample of the copy that has been producing such remarkable results for the Public Health Institute reads as follows:

"To the young man—or to any man or woman who is afflicted with a so-called 'social' disease—this is a message of vital importance.

"Whatever other aspects your problem may have, it is nevertheless a medical one. As such, it calls for the very best of medical treatment administered by reliable medical men. Whatever you do, don't listen to street-corner advice. It may bring disaster. Go frankly to your family physician—or come to the Public Health Institute, where every case, acute

or chronic, receives the best of care and treatment regardless of the person's financial condition.

"At the Institute you will receive the benefit of the care and services of physicians of known competence, who have at their disposal every modern facility employed in the treatment of these diseases. This includes a complete laboratory, so necessary in making or confirming diagnoses. The Institute employs the very method of treatment which was so successfully used in the army during the war. This is the most effectual treatment for these diseases known to medical science. The purpose of the Institute is to make the fees as low as possible consistent with the highest standard of medical service—in order to bring it within the reach of anyone. No one need forego the benefits for lack of money."

The copy has rigidly avoided the use of words or methods that might suggest or promote sensationalism or hysteria. It was frank and vital, but it was not irritating. It roused newspaper readers to an interest in the Institute's work without antagonizing them. The results that it produced constitute a fair indication of the force that advertising can exert when treated with care and understanding.

New Accounts Placed with Kamsler Agency

The Seth Kamsler Company, New York advertising agency, has secured the accounts of the Alpha Waist Company, Bassick Service Corporation, automobile accessories, and Herschel & Frichtel, cloak and suit manufacturers. All of these companies are in New York.

Joins Thomas Agency

Harry E. Burns has joined the staff of The Thomas Advertising Service, Jacksonville, Fla. He was recently with the Wilson & Toomer Fertilizer Co., Jacksonville.

Joins Stetson Press, Boston

Raymond E. Nichols, formerly with Linscott & Nichols, commercial artists, Boston, Mass., is now art director of the service department of the Stetson Press, Boston.

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BUNDSCHO belongs to
everybody that needs fine
work done in type. Not
merely to those that hap-
pen to be in Chicago with
him. It's only a question
of using the mails.



J. M. BUNDSCHO
Advertising Typographer

58 EAST WASHINGTON
CHICAGO

HERE TYPE CAN SERVE YOU

William Kennedy Joins O. R. Morse Co., Inc.

William Kennedy, formerly the head of the foreign advertising agency bearing his name, has been made vice-president and treasurer of the O. R. Morse Company, Inc., New York, Chicago and Shanghai, exporters and importers. The company plans to handle foreign advertising for American manufacturers whom it represents abroad. Mr. Kennedy was at one time foreign merchandising adviser for Critchfield & Company, Chicago advertising agency.

Harley L. Ward and James A. Young Partners

Harley L. Ward has joined James A. Young, publishers' advertising representative of Chicago, and the firm name in the future will be Young & Ward. Mr. Ward was formerly Western manager of *Association Men*. For the last year he has been financial secretary of the International Committee of the Y. M. C. A., having charge of ten Central States.

Beech-Nut Advertising Plans for 1922

The Beech-Nut Packing Company, Canajoharie, N. Y., will run an extensive advertising campaign during 1922. It will feature Beech-Nut macaroni products principally. The campaign will include national magazines, newspapers, outdoor signs, posters, two-sheet and twenty-four sheet, theatre programmes, and dealer display material.

Cleveland Agency Has New Accounts

The Lees Company, Cleveland advertising agency, has secured the accounts of The Hollenden Hotel, Cleveland; The Liberty Gauge and Instrument Company, Cleveland, manufacturer of electrical devices; and The Van Wert Overall Company, Van Wert, O., maker of overalls and children's rompers.

Procter & Collier Agency Has New Food Account

The Lippincott Company, Cincinnati, manufacturer of apple butter, jellies, catsup and other preserves, has placed its account with The Procter & Collier Company, Cincinnati advertising agency.

Baltimore Account for Austin Agency

The Liberty Manufacturing Co., Baltimore, Md., maker of Liberty flannel-ette nightwear, has placed its account with The Alfred Austin Advertising Agency, New York.

Regulates Sale of Seconds by Ordinance

The Common Council of Rochester, N. Y., has passed an ordinance regulating the advertising and sale of seconds or blemished goods. It is similar to the ordinance in force in Cleveland and several other cities and requires merchants to designate as seconds or factory rejects goods of that character when offered for sale. At a public hearing held before the Common Council no opposition developed. The ordinance was passed through the efforts of the Rochester Ad Club.

New San Francisco Agency

The Goodcell-Parton Agency has been established at San Francisco by Fred Goodcell and L. F. Parton. Mr. Goodcell was formerly news editor of the San Francisco *Bulletin*, editor of the Salt Lake City *Telegram*, and managing editor of the *Nevada State Journal*, Reno. Mr. Parton was formerly managing editor of the San Francisco *Bulletin*, city editor of the Los Angeles *Herald* and a member of the editorial staff of the Chicago *Tribune*.

The new agency will be the San Francisco representative of the L. S. Gillham Co., advertising agency, Salt Lake City.

John J. Ross Resigns from B. F. Avery & Sons

John J. Ross, who for the past five years has been advertising manager for B. F. Avery & Sons, Louisville, Ky., makers of farm implements, resigned on January 15. Previously he was with the Moline Plow Co., John Deere Plow Co., and other farm implement manufacturers.

H. S. McCormack with San Francisco Agency

H. S. McCormack, founder and former president of the Business Bourse of New York, has been elected vice-president of Evans & Barnhill, Inc., San Francisco advertising agency. He will be in charge of the business counsel division.

Rahe Auto & Tractor School Appoints Agency

The Rahe Auto & Tractor School, with schools in Kansas City, Cincinnati and Chicago, has placed its advertising in the hands of the Gray Advertising Agency of Kansas City, Mo.

New Account for Anfenger-Jacobson Agency

The Miller Lightning Rod Co., St. Louis, has placed its advertising account with the Anfenger-Jacobson Advertising Co., St. Louis advertising agency.

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FIRST

In EASTERN OKLAHOMA

During 1921 Tulsa World printed far more advertising of all classes than any other daily newspaper in Eastern Oklahoma—a total of

9,084,278 Lines

The World's circulation—40% greater than the next newspaper in this field—also is the largest ever attained by any newspaper in this section

35,665 Daily
37,663 Sunday
December Net Paid

According to the Standard Rate & Data Service the World has the

Lowest Milline Rate in Oklahoma

During 1921 the World printed more than twice the number of Want Ads of any other newspaper in Eastern Oklahoma—a positive indication of its popularity and supremacy

First in News
First in Circulation
First in Advertising

TULSA DAILY WORLD

"OKLAHOMA'S GREATEST NEWSPAPER"

"Poor Ben



"Doant brake yore neck tryin to git things dun, is my motto. If yew keap puttin-em-off maybe you wont never haf to dew em."

SPENCER, IND.
Farm Life

enPuttin' It Off"

UNCERTAIN spelling and a genuine humor of a highly rural flavor have made "The Troubles of Poor Ben Puttin' It Off" one of the favorite contributions to Farm Life.

Thousands of letters of appreciation from every part of the United States have reached the Farm Life office—a mighty chorus declaring that Ben had pleased country folk everywhere.

The author is a farmer's wife who has heard all her life the characteristic "kidding" with which farmers amuse themselves. Years ago she wrote a letter to George Weymouth, Editor of Farm Life, and he printed it. It was her first excursion into print. The editor saw something in the letter that he wanted and he encouraged regular contributions.

The result has been one of the most really amusing as well as one of the most genuinely "fermerish" features in the American Agricultural Press.

It's light, gay and amusing. It is useful, too, because it ridicules sloth and stupidity, and by contrast encourages work and promptness, hope and accomplishment. And Farm Life readers are the kind of people who like that sort of thing.

Ben is another strand of interest connecting Farm Life with more than 850,000 readers everywhere. They are eager to hear what Ben is up to this month, and they see the advertisements on the pages they thumb through to find the place where he holds forth.

How many advertising lists do *you* know of on which Farm Life this year leads all other farm papers in the low cost of directly traceable sales?



The Farm Life Publishing Company

THE JAMES M. RIDDLE COMPANY

Advertising Representatives



New York
Chicago

Detroit
Atlanta

St. Louis
Kansas City

San Francisco
Cleveland

SPENCER, IND.
e Farm Life



Do Your Catalogs Invite Readers?

An inviting appearance and clear typography command the attention that is the first step in selling. Do your catalogs invite readers, or are they simply reference books?

Ask your printer to use Hammermill Cover for your next lot. He will be glad to, for he knows its crisp, clean "feel"; good printing qualities; and bright, alluring colors.

Hammermill Cover is a utility paper—its price spells economy. For samples, address Hammermill Paper Co., Erie, Pa.

As Standard as Hammermill Bond

HAMMERMILL COVER

*For Booklets, Folders, Broad-sides, Catalogs, and all
Direct-by-Mail Advertising*

"The Right to Refuse to Sell" to Price-Cutters

Though Technically Affirmed It Cannot Be Exercised without Great
Caution

By Gilbert H. Montague

Of the New York Bar

ON December 18, 1917, the Government, intentionally or unintentionally, launched a new experiment in prosecutions under the Sherman Act.

The occasion was the prosecution of Colgate & Company in connection with its policy in the handling of price-cutters.

Prior to that date, the Supreme Court had held, in the so-called Book Publishers Cases, that resale price maintenance could not be enforced through agreements dependent upon copyrights, and in the so-called Dr. Miles Medical Case, that it could not be accomplished through agreements unsupported by patent restrictions, and, finally, in the so-called Sano-togen Case, that it could not be done even through patent restrictions.

Perhaps the Government considered that the time had arrived to test in court the question of whether price maintenance, accomplished through a "combination" falling short of an actual agreement, was in violation of the anti-trust law.

At any rate, in the indictment which the Government caused to be returned on December 18, 1917, against Colgate & Company, in the Federal District Court in Virginia, the Government meticulously refrained from charging that Colgate & Company had any agreement regarding resale prices, and charged simply that "the defendant knowingly and unlawfully created and engaged in a combination with said wholesale and retail dealers . . . for the purpose and with the effect of procuring adherence on the part of such dealers . . . to resale prices fixed by the defendant, and of preventing such dealers

from reselling such products at lower prices."

Following this, the indictment against Colgate & Company summarized the things done by Colgate & Company "to carry out the purposes of the combination." These comprised: "Distribution among dealers of letters, telegrams, circulars and lists showing uniform prices to be charged; urging them to adhere to such prices and notices, stating that no sales would be made to those who did not; requests, often complied with, for information concerning dealers who had departed from specified prices; investigation and discovery of those not adhering thereto and placing their names upon 'suspended lists'; requests to offending dealers for assurances and promises of future adherence to prices, which were often given; uniform refusals to sell to any who failed to give the same; sales to those who did; similar assurances and promises required of, and given by other dealers, followed by sales to them; unrestricted sales to dealers with established accounts who had observed specified prices, etc."

The indictment then charged that by reason of the foregoing, wholesalers and retailers generally acquiesced in the policy, thus suppressing competition.

Confronted by what apparently was a test case, begun by the Government for the purpose of raising the question whether resale price maintenance, resulting from a "combination" falling short of an actual agreement, would constitute a violation of the anti-trust law, the counsel for Colgate & Company immediately challenged the validity of the indictment, on the ground that since

no such agreement was alleged, the indictment failed to state a violation of the anti-trust law.

Whatever may have been the Government's intention, in omitting to charge expressly any agreement by Colgate & Company regarding resale prices, when the question came before the Federal District Judge, who, in the first instance had to decide it, the Government strenuously urged that though the indictment nowhere contained the word "agreement," the transactions described in the indictment were equivalent to, and might be taken by the court as allegations of, an "agreement." The cloudiness that marked the Government's position was reflected in the Federal District Judge's decision. The Judge finally held, however, that the indictment failed to state a violation of the anti-trust law, and the Government thereupon took an appeal to the Supreme Court.

By a peculiar provision of the statute governing this particular appeal, the Government and the Supreme Court, upon this appeal, were obliged by law to accept without dispute the interpretation placed upon the indictment by the Federal District Judge. This point the Supreme Court strongly emphasized at the outset of its decision, stating that "our problem is to ascertain, as accurately as may be, what interpretation the trial court placed upon the indictment—not to interpret it ourselves."

The Government conceded that if the Federal District Judge's somewhat cloudy decision meant that he had interpreted the indictment as not charging Colgate & Company with selling its products to dealers under agreements which obligated the latter not to resell except at prices fixed by the company, then the indictment should have been dismissed.

This was the meaning which the Supreme Court, "notwithstanding some serious doubts," as it declared, finally attached to the Federal District Judge's decision, and accordingly the dismissal of the indictment by the Federal District Judge was affirmed.

So technical, however, was this decision that no pretext for any possible misapprehension regarding the narrowness of this decision would have existed had not the Supreme Court, in the course of its decision, made this statement:

"In the absence of any purpose to create or maintain a monopoly, the act does not restrict the long recognized right of trader or manufacturer engaged in an entirely private business, freely to exercise his own independent discretion as to parties with whom he will deal. And, of course, he may announce in advance the circumstances under which he will refuse to sell."

Upon this slender foundation has been raised all the "refusal to sell" propaganda which for several years has widely and indiscriminately recommended to manufacturers and distributors that "refusal to sell" is a sure-fire remedy for price-cutting.

Besides the purely technical grounds which determined the Supreme Court's decision in the Colgate Case, there were other considerations, only too familiar to those acquainted with the practical working of the anti-trust laws, that should have been sufficient deterrents against the extremes of this "refusal to sell" propaganda.

Because one transaction, "refusal to sell" for instance, considered by itself, is lawful, it can never be assumed that the same transaction, in combination with any number of other transactions, will necessarily legalize the grand total.

Most prosecutions under the Sherman Act involve transactions which, considered separately in themselves, are each lawful, and considered even in conjunction with numerous other transactions are also lawful, but considered in conjunction with still other transactions may constitute violations of the law.

Everything which the Supreme Court in the Colgate decision said, tending to support the so-called right to "refuse to sell," might truthfully have been said in sup-



Sell it to Boston and New England during 1922

Place the Boston Sunday Advertiser *first* on your advertising lists for New England because—

It influences over 400,000 families or 1,200,000 readers, active earners and spenders in this *prosperous* market—

Creates intensive consumer demand, insures thorough distribution, and secures hearty dealer cooperation in Greater Boston and 575 other cities and towns in the New England States.

Our Merchandising Service Department stands ready to help you base your New England campaign on facts. Write for complete details.

—first on your list for Sunday advertising in New England

BOSTON SUNDAY ADVERTISER
NEW ENGLAND'S GREATEST SUNDAY NEWSPAPER

82 Boylston Street . . . Boston, Mass.

port of the so-called right to "refuse to work."

Indeed, both rights, so far as they exist at all, rest on the same foundation, and by analogy must also be subject to the same limitations.

More than twenty-five years ago, the Supreme Court held that the so-called right to "refuse to work" was no defense in Government proceedings under the Sherman Act against boycotts and sympathetic strikes of labor organizations.

Since this precedent, and the numerous decisions of the Supreme Court that had followed it, there has been little excuse for the assumption that "refusal to sell" was an absolute right which could be indiscriminately exercised under all circumstances.

What decided the Colgate Case was the fact that the Federal District Judge failed to see in the transactions alleged in the indictment any agreement regarding resale prices, or anything more than "refusal to sell."

THE LIBERAL INTERPRETATION

In the "refusal to sell" propaganda that followed the Supreme Court's decision in the Colgate Case, some extremists seem to have assumed, notwithstanding the plain warning of the Supreme Court to the contrary, that any court and any jury must, as a matter of law, be obliged to regard transactions, similar to those alleged in the indictment in the Colgate Case, as insufficient proof of any agreement regarding resale prices, or anything more than "refusal to sell."

Nothing, of course, could be wider of the truth.

Any other Federal District Judge, before whom might come an indictment similar to that in the Colgate Case, might, as the Supreme Court in the Colgate decision strongly implied, be justified in construing these transactions as proof of an agreement, in which case a conclusion exactly the reverse of that in the Colgate Case would necessarily result. And if, instead of coming up through the courts under the

technical procedure and on the narrow grounds presented in the Colgate Case, there was a trial before a jury in which transactions similar to those alleged in the indictment in the Colgate Case were the basis of the action, and proof supporting simply these allegations was made before the jury, the jury, in its absolute discretion, as any trial lawyer only too well appreciates, would be entitled to decide whether or not these transactions amounted to an agreement; and if the jury decided that they did, neither the trial judge nor any appellate court would be entitled to set aside or reverse the finding of the jury on this point.

What this means may be appreciated when it is realized that on various occasions trial courts have ruled that sufficient evidence of an agreement may be found in a single letter, in a single conversation, in a single nod of the head, or as one judge has said, merely in looking into the eyes of another.

Between June, 1919, when the Supreme Court decided the Colgate case, and January, 1922, when the Supreme Court decided the Beech-Nut Case, the Supreme Court reviewed the Colgate decision in two cases. These have no significance except that they emphasized the warnings above mentioned against the current misapprehension regarding the Colgate decision.

In the so-called Schrader Case, where the Court below had mistakenly assumed that the Colgate decision reversed the decision in the Dr. Miles Medical Case, the Supreme Court corrected this misunderstanding and again emphasized that the Colgate Case came to the Supreme Court "under the interpretation adopted by the trial court and necessarily accepted by us," and further emphasized the possibility that agreements regarding resale prices might be "express or implied from a course of dealing or other circumstances." In the so-called Frey Case, the Supreme Court again emphasized these two points.

Shreveport

Blessed by Nature and The Spirit of Progress

SURROUNDED by the greatest combined oil, gas, agricultural and timber field in the world, Shreveport is in commanding position to become one of the really great cities of the country. Its progress, notably in the last ten years, is proof that its people are alive to their opportunity and are bringing it to pass.

Take the item of paved streets. Shreveport is admitted to be the best paved city according to population in America. Take public improvements. Shreveport has passed and sold bonds in excess of \$1,500,000.00 to build parks, playgrounds, a public library, and make extensive additions to its fire and police departments. Take residences. Shreveport is known for the individuality and modern construction of its homes, and for the number of them.

Here is a city of fifty thousand people—the market center of a half-million people; no other city of equal size within 175 miles; undisputed metropolis of its rich trade section. Do you wonder that The Shreveport Times carries campaigns ordinarily assigned to cities of 100,000 only?

The Shreveport Times covers city and country with equal thoroughness. It is the FIRST paper in circulation, arrival and reader esteem.

**Make This
Your Year
in
Shreveport**

You can't sell Louisiana complete without selling Shreveport individually. The Times is the Shreveport paper; supreme in its field.

The Shreveport Times

Published Every Morning in the Year

ROBT. EWING, Publisher

JOHN D. EWING, Asso. Publisher

Write Direct or To

S. C. BECKWITH SPECIAL AGENCY, in the East.
JOHN M. BRANHAM COMPANY, in the West and South.

To bring the American Manufacturer closer to the Spanish-reading Engineer

INGENIERÍA INTERNACIONAL announces the appointment of Philip Seabury Smith as associate editor. Mr. Smith's intimate knowledge of Latin America and Spain will be of inestimable value to the Spanish-reading engineer and to the American manufacturer.

READERS of *Ingeniería Internacional* will follow Mr. Smith's work with particular interest because of the need for new methods and equipment to cut their costs of construction, production and operation.

AMERICAN MANUFACTURERS of equipment, materials and supplies used in the industries served by *Ingeniería Internacional* will be helped, in selling their proper quotas abroad, by Mr. Smith's accurate knowledge of these needs.

INGENIERÍA INTERNACIONAL is expanding its editorial services at this time because it believes that "1922 will be a year of recuperation."

Philip S. Smith becomes associate editor of *Ingenieria Internacional*



PHILIP S. SMITH (Ph.B., Yale University) began his career with the General Electric Company in 1907. During the last five years of his experience with this company, he had general supervision of the sale of motors and miscellaneous apparatus throughout the world. Since March 1916, he has been with the U. S. Department of Commerce and last year he was made Chief of the Latin-American Division.

Mr. Smith has made a thorough study of every phase of

commercial activity in the engineering and industrial field. He has traveled extensively through Latin America and Spain and is the author of ninety-three industrial reports for American manufacturers. Few engineers have an opportunity to investigate such a wide variety of projects.

As associate editor, Mr. Smith will assist the editor-in-chief, Mr. Havens, to strengthen *Ingenieria Internacional's* effective work in developing the foreign commerce of the United States.

INGENIERÍA INTERNACIONAL

[INTERNATIONAL ENGINEERING]

Tenth Avenue at 36th Street, New York City

One of the McGraw-Hill Industrial Publications

Power	Electric Railway Journal	Coal Age
Electrical World	Bus Transportation	American Machinist
Electrical Merchandising		<i>Ingenieria Internacional</i>
Engineering and Mining Journal		Engineering News-Record
Journal of Electricity and Western Industry		
Electrical Review and Industrial Engineer		
Chemical and Metallurgical Engineering		

Then came the Supreme Court decision, on December 19, 1921, in the so-called Hardwood Manufacturers Case. This decision, which related to the "open price association" plan involved in that case, in no way discussed the so-called right to "refuse to sell." As the first clear-cut Supreme Court decision, however, in which "co-operation" was found to be the equivalent of "agreement" under circumstances which many lawyers and several predecessors of the Attorney General believed fell short of an "agreement," the Hardwood Manufacturers decision was a logical precursor of the Beech-Nut decision.

Whether it be called "co-operation," to quote the Hardwood Manufacturers decision, 'or whether it be called "agreement" express or implied from a course of dealing or other circumstances," to quote the Schrader decision, the transactions and relationships, between the manufacturer who "refuses to sell" to price-cutters and such price-cutters and such manufacturer's other customers, will hereafter be viewed by courts and juries with greater suspicion and keener scrutiny, for the purpose of discovering some express or implied "agreement" or some equivalent "co-operation," since the Supreme Court in the Hardwood Manufacturers Case has so signally indicated the essential identity of "co-operation" and "agreement."

This brings us to the Beech-Nut Case, decided by the Supreme Court on January 3, 1922.

The Beech-Nut Case arose under the Federal Trade Commission Act, which forbids "unfair methods of competition in commerce." But as the Supreme Court arrived at its decision that the Beech-Nut Company had violated the Federal Trade Commission Act, after analyzing the Beech-Nut Company's Case in the light of the Colgate decision, the Schrader decision, and the Frey decision, all of which arose under the Sherman Act, the Beech-Nut decision seems authority for the proposition that the Beech-Nut Company violated the Sherman

Act no less than the Federal Trade Commission Act.

THE BEECH-NUT DECISION

The Beech-Nut Case came to the Supreme Court upon an agreed statement of facts in which the Beech-Nut Company's counsel, among other things, admitted that the Beech-Nut Company "requests the co-operation" of "all dealers" selling its products, and to "secure such co-operation" not only "requests and insists" that they "resell only at the suggested resale prices," but also "requests, and insists" that jobbers and other dealers "discontinue selling to other jobbers, wholesalers and retailers who fail to resell at the prices so suggested," and "makes it known broadcast" that the Beech-Nut Company will also absolutely "refuse to sell any jobbers, wholesalers and retailers whatsoever who sell to other jobbers, wholesalers and retailers failing to resell at the prices suggested." The Beech-Nut Company's counsel also admitted that the company's salesmen who call upon the retail trade refuse to accept any "turn-over orders to be filled through jobbers and wholesalers who themselves sell or have sold at less than the suggested resale prices or sell or have sold to jobbers, wholesalers and retailers who sell or have sold at less than such suggested resale prices," and in such cases have "requested such retailers to name other jobbers," and that the company utilizes "a system of key numbers or symbols stamped or marked upon the cases containing 'Beech - Nut Brand' products," thus enabling it to ascertain the distributors from whom price-cutters obtain Beech-Nut products, and instructs its salesmen "to investigate," and that these salesmen "have by means of these key numbers or symbols traced the price-cutters from whom the goods have been obtained," and that dealers previously dropped because of price cutting are reinstated by the Beech-Nut Company "upon the basis of declarations, assurances, statements, promises and similar

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expressions" by such dealers "which satisfy" the Beech-Nut Company that they will thereafter sell at the prices suggested."

"From this course of conduct," said the Supreme Court in the Beech-Nut decision, "a court may infer, indeed cannot escape the conclusion, that competition among retail distributors is practically suppressed for all who would deal in the company's products are constrained to sell at the suggested prices. Jobbers and wholesale dealers who would supply the trade may not get the goods of the company, if they sell to those who do not observe the prices indicated or who are on the company's list of undesirables, until they are restored to favor by satisfactory assurances of future compliance with the company's schedules of resale prices. Nor is the inference overcome by the conclusion stated in the Commission's findings that the merchandising conduct of the company does not constitute a contract or contracts whereby resale prices are fixed, maintained, or enforced. The specific facts found show suppression of the freedom of competition by methods in which the company secures the co-operation of its distributors and customers, which are quite as effectual as agreements express or implied intended to accomplish the same purpose. By these methods the company, although selling its products at prices satisfactory to it, is enabled to prevent competition in their subsequent disposition by preventing all who do not sell at resale prices fixed by it from obtaining its goods."

Those whose exultation over the Colgate decision was greatest have been chief among those who have expressed chagrin over the Beech-Nut decision. Both exultation and chagrin, however, are for the most part unwarranted.

Prudent business men have always realized that the so-called right to "refuse to sell" was no more an absolute right than was the so-called right to "refuse to work," and that like the latter it was liable to be lost when associ-

ated with other transactions. For that reason they have deeply regretted the extravagant propaganda that has been so prevalent since the Colgate decision, to the effect that "refusal to sell" could be indiscriminately recommended as a safe policy for manufacturers and distributors generally.

If the Beech-Nut decision has accomplished nothing else, it is worth while if it has taught the advocates and followers of this propaganda that its indiscriminating acceptance involves the gravest danger.

What, then, has the Beech-Nut decision left of the so-called right to "refuse to sell"?

Briefly, it seems to be this:

Any manufacturer, or distributor, who "requests" the "co-operation" of his distributors or dealers for the purpose of cutting off supplies to price-cutters will lose his "right to refuse to sell," just as labor organizations, which "request" through a boycott or otherwise, the "co-operation" of others to aid them in the accomplishment of their purposes have been held by the courts to forfeit their "right to refuse to work."

Such a system, says the Supreme Court in the Beech-Nut decision, "necessarily constitutes a scheme which restrains the natural flow of commerce and the freedom of competition in the channels of interstate trade, which it has been the purpose of all the anti-trust acts to maintain."

Any manufacturer, or a distributor, has the "right to refuse to sell" to a price-cutter, provided, always, that he does not exercise this right in conjunction with any price understanding, or any boycotting tactics, or any similar species of understanding or co-operation, express or tacit, oral or in correspondence, by implication or otherwise, between such manufacturer, or such distributor, and any of his distributors or dealers.

Carl Gaxley, formerly assistant manager of the agency dealers division of the Yawman and Erbe Manufacturing Company, Rochester, N. Y., maker of filing systems, has been appointed sales promotion manager of that company.

TO FIGHT SUGAR TARIFF

Five Cuban Producers Combine
Against Perpetual Increase.

A group of five of the largest Cuban sugar producers have organized an association for the purpose of opposing the proposal in the Tariff bill to make permanent the increase in the duty on refined sugar from \$1 to \$1.25 a hundred pounds.

The group is composed of the Cuba Cane Sugar Corporation, Cuban-American Sugar Company, Sancti Spiritus Sugar Company, Tancun Sugar Company and Tancun Sugar Corporation.

A statement issued by the new organization says that the measure "is not entirely for the purpose of raising revenue, but to take advantage of the sugar to a subsidy from domestic production of sugar. With sugar consumption estimated at 500,000 tons annually in this country, it is said this measure is an increase in duty of \$2,000,000 on the sugar imported from Cuba.

Literature circulated by the association says that the increased duty cannot be justified on the theory of protection, for to do so "we must admit the wisdom of striking down the extensive market now opening for lucrative export of Cuban sugar in many lines of industry, making the American consumer a natural source of supply, and thus making his artificial export a subsidy and an export of the product and to avoid an excessive profit to the Cuban producer as well as the American producer. The tariff on sugar has prospered under the recent tariff."

HEADS PULL

E. F. Carry of Haskell-Barker Will
Direct New Organization.

CHICAGO, Jan. 16.—Edward Francis Carry, President of the Haskell-Barker Car Company of Michigan City, Ind., recently purchased by the Pullman Company, became today President of the combined concern. The new organization makes the Pullman Company, officials say, the largest manufacturers of passenger and freight cars in the world.

Mr. Carry, who is 55 years old, came to Chicago from Fort Wayne, Ind., at the age of 21 as a stenographer for Wells & French, car builders.

J. S. Runnels, retiring President of the Pullman Company, becomes Chairman of the board.

Steinway R. A. Bond Committee
Combine.

Consolidation of the two protective committees formed to look after the in-

RAILWAY MEN AG

TO JOINT MEETING

Preparatory to Revive the
to Discuss Disputes.

GOT TOGETHER BY HOO

Representatives of the
Relinquishing the Labor
Making Little

Special to The New York Times
WASHINGTON, Jan. 26.—Prospect the success of efforts by the Administration to bring about an adjustment of the differences between the railroads and the four railroad brotherhoods shared brighter tonight. Representatives of the four brotherhoods of the railroads at a meeting called by Secretary of Commerce Hoover, and to make their organizations' complaints against the Administration before which it is the custom to consider disputes

war days.

"The meeting today was purely formal," read a statement issued at the meeting. "There were present of the railway executives and representatives of the railway train and engine men. It was decided to submit to railway companies.

A. B. P.
"Member of The Associated Business Press Inc.", means promotion, PLUS highest standards in other departments.

"Neither wages nor rules were discussed at today's meeting," said Secretary Hoover. "The sole discussion upon the practicability of re-establishing the conference and thereby to facilitate the work of the Railroad Board and, above all, to create a new working agreement will by adjustment

of the Erie, Carl Gray, President of the Union Pacific; W. W. Atteridge, President of the Pennsylvania, H. Markham, President of the Central.

RAIL MEN DECLINE

HOW often you hear the space buyer demand a position next to reading! Ask almost any advertising manager and he will say: "Yes, I prefer a position next to reading matter." Advertising investigations have *proven* the effectiveness of advertising run next to reading matter which was germane to the product advertised.

Yet in Business Papers *all* advertising is nominally "next to reading matter." The editorial contents of the business paper is *always* in harmony with the advertising pages—the editorial pages tell the reader "how" while the advertising pages tell him "what with."

Now is the time to "get next" to the readers' thoughts—the time to "get next" to the business papers direct-appealing and result-getting power. A low-price, frequent-hitting route *for* the men who think *to* the men who think, just when they are thinking about buying the kind of goods you sell.

THE ASSOCIATED BUSINESS PAPERS, Inc.

With 125 member papers reaching
54 different fields of industry

Headquarters, 220 West 42d Street, New York

of The Associated Business Papers, Inc. PLUS standards in advertising.

and assets at \$10,488. According to schedule accompanying the petition, the alleged bankrupt has set a \$7,000 on his Consolidated Exchange membership and office fixtures. Principal creditors listed are J. Wilson, \$12,000; J. W. Brown, \$10,000; John Hook Jr., \$1,000; and

ers an average of \$30 a month. In a counter-proposal the Brotherhood's committee asked that the cut of 22 per cent. ordered by the Railroad Labor Board last July be restored and in addition a raise of 5 cents an hour be granted to all classes. As the agreement was reached the members in dis-

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Chicago Advertisers Choose 1922 Committees

The Advertising Council of the Chicago Association of Commerce has elected the following chairmen of departmental committees for 1922: Advertising Specialties, Mrs. Bernice Blackwood, executive secretary, National Association of Advertising Specialty Manufacturers; Business Press, E. E. Haight, *Motor Age*; Street Car and Outdoor Advertising, George Enos Throop, Geo. Enos Throop, Inc.; Community Advertising, J. B. Whidden, Central Manufacturing District; Direct Mail and House-Organ, John H. Clayton, Buckley, Dement & Co.; Farm Paper, Samuel Adams, American Fruit Grower Co., Inc.; Financial Advertising, J. S. Baley, The National Bank of the Republic of Chicago; National Advertisers, John Wilson, Hygienic Products Co.; Newspaper Advertising, L. J. Boughner, *Chicago Daily News*; Industrial Film, A. L. Erickson, Armour & Co.; Salesmanship, Maxwell E. Nickerson, The Celluloid Co.

New York Papers Elect Officers at Albany

Representatives of over thirty New York daily papers attended the annual meeting of the New York Associated Dailies on January 17 at Albany. A. R. Kessinger, *Rome Sentinel*, was elected president of the organization succeeding F. A. Merriam, *Mount Vernon Argus*.

Other officers elected were: F. H. Keefe, *Newburg News*, vice president; Henri M. Hall, *Jamestown Journal*, secretary-treasurer; John Clyde Oswald, *American Printer*, Hugh A. O'Donnell, *New York Times* and Henry N. Kellogg of the American Newspaper Publishers Association spoke at the meeting.

English Shoemaker Plans Canadian Campaign

The English makers of "K" boots and shoes are planning an advertising campaign in Canada for their golf and sporting shoes. Smith, Denne & Moore, Ltd., Toronto advertising agency, is handling the account and will use magazine and newspaper space.

Convention Dates of Affiliation

The annual meeting of the Advertising Affiliation, which includes the advertising clubs of Cleveland, Buffalo, Rochester, Toledo, Canton, and Hamilton, Ont., will be held in Cleveland on Friday and Saturday, May 26 and 27.

New York Advertising Club to Give a Show

The annual show and dinner dance of the New York Advertising Club will be held at the Hotel Astor on February 21. The show, "A Night in Spain," will be given by members of the club.

Advocates State Licenses for Retailers

State examinations for would-be retailers were urged by Prof. Harold Whitehead, of the College of Business Administration, Boston University, in an address on January 19 at the annual meeting of the Massachusetts Retail Merchants' Association at Boston.

Prof. Whitehead declared that a man should not be allowed to open a retail store until he had proved his ability to run such a store. A State board of retail merchants to prepare examination papers for those who wish to enter the retail business, he said, "would prevent the appalling number of failures of small store owners."

Prof. Whitehead suggested that a number of small stores should be established for experimental purposes in connection with new ideas in merchandising.

Publishers Re-elect All Officers at Albany

The New York State Publishers Association held its annual convention at Albany, January 18. The officers of the last year were re-elected. They are: Frank Gannett, *Rochester Times-Union*, president; Edward H. Butler, *Buffalo News*, first vice-president; Lynn J. Arnold Jr., *Albany Knickerbocker Press*, second vice-president; Charles Congdon, *Watertown Times*, secretary; Gardner Kline, *Amsterdam Recorder*, treasurer; executive committee: Franklin A. Merriam, *Mount Vernon Argus*; Edward O'Hara, *Syracuse Herald*; Prentiss Bailey, *Utica Observer*; Ralph Bennett, *Binghamton Press*; Frederick P. Hall, *Jamestown Journal*.

Pennsylvania Dailies Hold Annual Meeting

William L. Taylor of the *York Dispatch* was elected president of the Pennsylvania Associated Dailies at the annual meeting of the association at Harrisburg, January 18. George K. Campbell, *Pittsburg*, and John L. Stewart, *Washington Observer*, were elected vice-presidents.

Other officers are: W. L. Binder, *Pottstown Ledger*, treasurer; Wilmer Crow, *Harrisburg*, secretary; executive committee: Charles R. Long, *Chester Times*; Robert C. Gordon, *Waynesboro Record-Herald*; A. B. Schropp, *Lebanon*; and C. N. Andrews, *Easton Free Press*.

Frank A. Arnold, manager of the foreign department of Frank Seaman, Inc., and national chairman of the committee on export advertising of the American Association of Advertising Agencies, spoke before the Hartford, Conn., Advertising Club on January 23 on the subject of "International Advertising." On the evening of January 24 Mr. Arnold addressed the Rockland, Mass., Commercial Club on "The Value of Advertising in Promoting Business."

26, 1922

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*At the Automobile Club
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62% of the members of New York's
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NOTHING WILL EVER
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A. H. H. H.

TERRE HAUTE

THE CENTER OF THE WEST
THE A. H. H. H. STORE

Phos. (ck & Co.

NEW YORK

We serve these advertisers:

PHILADELPHIA "DIAMOND GRID" BATTERIES

DEVOE PAINTS AND VARNISHES

UNDERWOOD TYPEWRITER CO.

WHITE ROSE TEA AND COFFEE

KARLOK AUTOMOBILE LOCKS

CARLSBAD SPRUDEL SALTS

MICHAELS-STERN CLOTHES

WELTE-MIGNON PIANOS

PENBERTHY AUTOMOTIVE PRODUCTS

CREOFOS

CAMMEYER SHOES

RAINIER MOTOR TRUCKS

J. CLARENCE DAVIES, *Real Estate*

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Fire Insurance Company in Localized Campaign

Smooths Way for Agents by Newspaper Advertising

"IT'S not for us," an official of a life insurance company said in turning down an advertising plan. "I can see how advertising can help sell a commodity, but I don't see how it can be of any benefit in selling service. It's service—an intangible product—that we want to sell, and only a personal representative of our company can explain that intangible product."

Advertising recognizes that there is some difference in selling a tangible and intangible product, and can adapt itself accordingly, despite this life insurance official's announcement. Proof is given every now and then in the case of insurance. Of course there are any number of other fields that can bring forth examples showing how advertising is helping to sell a service.

There is a fire insurance company on the Pacific Coast, the Pacific States Fire Insurance Company, which at this time is demonstrating that advertising is of use to insurance as a selling aid. This company recognizes that when it uses advertising it will not obtain the direct results that a wholesale grocer advertising coffee obtains. Its advertising, running in newspapers, is an endeavor to put the force of advertising back of its agents' service selling efforts.

It seeks to make the agents' way easier by means of copy that creates in the mind of prospects

a consciousness of the stability of the company. It expects that if it persists in this kind of advertising eventually it will lessen the ratio between sales and expense. In other words, it believes that

Disastrous fires take toll

In 1920, 15,219 people were burned to death and 17,641 more were seriously injured in fires!

A hundred homes burn every day in the year, yet fifteen millions are homeless largely because of housing shortage.

By far the great majority of fires are "strictly preventable." You owe it to yourself and your community to keep your own fire hazards down to the minimum.

Any "Pacific States" agent can tell you how to reduce your risks. It's to your interest as well as his. *Fire prevention and rate reduction go hand in hand.*

"Pacific States" offers you expert Fire Prevention Service and maximum protection.

Our reserves are in the same proportion to our risks as those of the biggest companies. We're right on the ground to make prompt adjustments. When your policy expires, renew it in Pacific States, your home company! There's a Pacific States agent in every Oregon town.

PACIFIC STATES FIRE INSURANCE CO.
Home Office:
Pacific States Bldg., Everett and Ash Sts.
Portland, Oregon
Telephone: Broadway 700

PACIFIC STATES FIRE INSURANCE

CONSTRUCTIVE SERVICE OFFERED TO OWNERS OF
BUILDINGS

this sort of advertising, in order to accomplish the desired results, must be continued over a long period of time. It is a steady and consistent campaign of advertising that this company has started. It is taking its territory part by part and making certain that its advertising reaches all of a particular part of it. The campaign that it is now engaged in is confined to only a part of its territory and will



AGENCY FINANCE AND THE

An Open Letter to Agencies by Warren C. Platt, Publisher

MR. Floyd Y. Keeler's article in Nov. 17th issue of *PRINTERS' INK*, "Agency Finance as it Affects Clients," has presented to us more vividly than ever before the advertising agency's particularly difficult problem in handling its finances. Though aware of this difficulty, both through hearsay and direct contact with some agencies on financial matters, the full force of it hadn't struck us until we read Mr. Keeler's article.

Since business conditions are rapidly changing, making credits all the more risky, we want to assure all advertising agencies doing business with us, or who may do business with us, of our fullest co-operation with them to secure payment from the client. We do not want clients or advertisers who do not pay their bills promptly. It is absolutely impossible to pay paper and printers' bills and the great expense of news-gathering with accounts receivable. Banks won't lend on them freely, especially where long past due.

With prices probably falling for some years to come, past due accounts are going to get more and more risky, so we want to co-operate wherever possible with agents to insure that the agent gets his money and we get ours, promptly.

We believe no advertising agent should undertake to be a bank; that is, loan money to, or carry accounts for, a client. Nor do we think any publisher should be a bank for either agent or advertiser. There are occasional exceptions where it may be necessary to carry a company for a little time, but those exceptions must become far fewer or everyone will get into serious difficulty. The only way an agent can tell whether a client is getting behind or getting ahead is by the way he pays his bills. If he is getting behind, the quicker he is stopped,

the better, even though it means stopping his advertising. The same thing is true of the publisher and of the advertising agent. Business must get more and more on an absolutely cash basis or failures will continue rapidly to increase.

To help protect the agent as well as ourselves, we recently ruled that advertising agents are expected to take the cash discount (due the 15th of the month—our billing being made the last of the previous month). If the agent does not take the cash discount and has not paid at the end of thirty days, he will be notified that unless the account is paid within the next ten days the matter will be taken up with the client. But we assure the agent that if it is the client that is holding the payment up, we want to know it, because we want to go to the client and tell him that his agent's bills must be paid just as our bills must be paid. We cannot tell the client this unless we go to him direct.

We've found an even dozen agencies in the past year who have collected money from their clients and neglected to pay us. Had only one agent done this, it might have been possible to regard the matter rather leniently, but with a dozen of them doing it, making promises as to when accounts would be paid, just to get more use of our money,—and accounts running steadily larger—it was absolutely imperative that the practice be stopped. We do not believe that an agent, who is, in fact, an agent for the client, is legally entitled to divert clients' funds to some other publisher or purpose nor is it sound business for him to do so.

An agent's working capital is necessarily limited, as compared with his volume of business. It is very easy for him to exhaust it by paying a client's bills without collecting from the client. Vice versa,

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PUBLISHER

of National Petroleum News

it is very easy for him to spend the client's money in other directions than intended by the client and it is practically impossible for him to work the thing out, unless his profits should be unusually large. Therefore, we believe that this rule benefits all concerned.

We want every advertising agent to understand that we are for advertising agents—that is why we allow an agency commission. We don't have a regular copy service department, although we do help on copy. We much prefer to have agencies do all the agency business of the country.

Therefore, National Petroleum News will not handle any advertising that is not paid for promptly. If a client of yours advertising in NATIONAL PETROLEUM NEWS is negligent in paying you, tell us so frankly, and we will go to that client and explain why he must pay you in order that you can pay us. Oftentimes we are in an exceptionally strong position to talk frankly to an advertiser, especially if that advertiser is an oil company.

Few agents or publishers can act as bankers for advertisers, and the sooner we recognize this, the better will it be for advertisers, agents and publishers. Yours very truly,

NATIONAL PETROLEUM NEWS

W. C. Platt, President.



Any agency using National Petroleum News space may count upon us for co-operation as follows:

- I. To lend our assistance where necessary to explain to advertisers the imperative importance of taking cash discounts.
- II. Not to accept orders direct or from other agencies for advertisers whom we know to be in arrears to a former agency for space in National Petroleum News.

Members A. B. C. and A. B. P.

Home Office:

812 Huron Road, Cleveland, Ohio

District Offices:

TULSA, OKLA.	CHICAGO
408 Cosden Bldg.	432 Conway Bldg.
NEW YORK	HOUSTON, TEX.
342 Madison Ave.	614 Beatty Bldg.

NATIONAL PETROLEUM NEWS

run for a period of one year.

The copy appeal is unusual in several respects and explains how the company gives the impression of stability and aids the agent. It sells the agent by selling the company. It points out the service rendered in a community by the fire insurance agent, and how he can intelligently interpret fire insurance to his customers. It says: "The best way is to pick out a good insurance man in whom you have confidence, and rely on his judgment. Pacific States, the substantial, home company, attracts high-type agents. In every community you will find our representative a thorough insurance man in whom you can place utmost confidence."

A paragraph such as the foregoing is then followed by one that gives a picture of the financial worth of the company in a few words such as the following:

"We carry the same reserves in proportion to our risks as the largest companies in the world. We're right on the ground to make prompt adjustment—to render you every service that any insurance company can render."

San Francisco Agency Men Help Y. M. C. A. School

H. S. McKay, secretary-treasurer of Evans & Barnhill, Inc., San Francisco agency, will conduct a sixteen weeks' course in advertising for the San Francisco Y. M. C. A. J. E. Hasty of the staff of the Johnston-Ayres Company, Inc., will have charge of a course in practical copy writing.

Oswego "Palladium" Appoints Frank R. Northrup

The Oswego, N. Y. *Palladium* has appointed Frank R. Northrup, newspaper advertising representative, to handle its foreign advertising.

Seaman Paper Account for Frey Agency

The Charles Daniel Frey company, Chicago agency, has secured the advertising account of the Seaman Paper Company.

Ralph T. Foye of the Ralph T. Foye Advertising Agency, Springfield, Mass., has been made secretary of the Publicity Club of Springfield, Mass. He succeeds Frederick W. Burnett.

New Chicago Agency

Jenkins, Back & Killian, a new advertising agency, has been formed at Chicago.

H. W. Jenkins, chairman of the board, was for eleven years in Sears, Roebuck & Co.'s advertising department, resigning recently as assistant advertising manager. Loyd E. Back, president, also was in the Sears, Roebuck & Co. advertising department, leaving to join Ruthrauff & Ryan, Inc. Tom Killian, vice-president, was assistant national publicity director of General Wood's presidential campaign, and for two years was vice-president of the Arnold Joerns Company, Chicago advertising agency.

Among the accounts obtained by this agency are: International Mail Order House, wearing apparel; David Strong Co., apparel and household supplies; Al. Meltzer & Co., toys and novelties; Bowes & Merrick, financial; and Marvel Heat & Light Co., oil burners, all of Chicago.

Milwaukee Agency's New Accounts

The Heinn Company, of Milwaukee, manufacturer of catalogue covers and loose-leaf devices, has placed its advertising account with Hannah-Crawford, Inc., advertising agency, of that city. Hannah-Crawford have been retained as advertising and merchandising counsel by Howard W. Russell, Inc., and also by the Joseph Sanitary Rug Company, both of Milwaukee.

Joins Staff of Indianapolis "Star"

Paul Morgan has been added to the merchandising service and promotion department of *The Indianapolis Star*, where he will assist Russell E. Smith, manager, and will also act as copy man for the service department.

Hackensack "Evening Record" Changes Name

The name of *The Evening Record*, Hackensack, N. J., has been changed to *Bergen Evening Record*. The name is taken from the name of the county in which the paper circulates.

Appointed Space Buyer of Cross Agency

A. M. Fanning has been made space buyer for the J. H. Cross Co., Philadelphia advertising agency. He has been connected with the Cross agency for a number of years.

American Tobacco Sales Gain During 1921

Sales of the American Tobacco Company for 1921 were \$155,700,000, compared with \$143,100,000 in 1920, an increase of \$12,600,000.

Will Michigan Advertising Pay You? Would You Like a Specific Answer?

The national advertiser who wants to extend his distribution and likes the idea of extending it in the eighteen busy, prosperous small cities of Michigan, may be doubtful of his success. Our people may have the money—but will they spend it for his goods?

Let him ask the Michigan League of Home Dailies.

Suppose it's tooth brushes. How long, do you think, it will take these eighteen newspapers to find out from their fifty druggists just the kind and price of tooth brushes that have been sold in the last week, or month, or year? Not very long, and the publishers will be glad to do it.

Trade investigations are much more easily and more accurately made in the small than in the large city. They are made by principals, not by students. They are made by friends, not by strangers. They are made by men who have got to stand or fall by their reports, not by subordinates to whom your advertising order is just another unit, for whose success they have no personal responsibility.

Put it up to the eighteen afternoon newspapers, each exclusive in its field, that comprise

The Michigan League of Home Dailies

Albion Record
Big Rapids Pioneer
Cadillac News
Cheboygan Tribune
Coldwater Reporter
Dowagiac Daily News
Ionia Sentinel
Manistee News-Advocate
Marshall Chronicle

Monroe Evening News
Niles Star Sun
Petoskey News
South Haven Tribune
St. Joseph Herald Press
Sturgis Journal
Three Rivers Commercial
Traverse City Record Eagle
Ypsilanti Press

H. EDMUND SCHEERER

National Advertising Representative

MARQUETTE BLDG., CHICAGO

New York Office: 30 East 42nd Street - - - - R. R. MULLIGAN

MICHIGAN FACTS—There are nearly 9000 miles of fish nets in the waters of Michigan.

Right under the dealers' eyes

Q You expect your advertising to influence the dealer as well as the ultimate consumer.

You want the dealer to see your advertising so that he will know that yours is an "advertised line." Because the dealer also advertises in the Daily Newspapers—that is where he is sure to see your advertisement.

That is one of the strongest and soundest reasons why you should use the Canadian Daily Newspapers for your national advertising.

Newspaper advertising is direct and specific.

THE DAILY NEWSPAPERS

—he sees it!

You don't have to tell your dealers you are advertising in the Newspaper that circulates among his customers.

He himself sees the advertising
—HE KNOWS!

Write direct to these papers for any information you want about the territory they serve—or ask your Agency.

SPEND 10% OF YOUR APPROPRIATION IN CANADA

Place	Population	Paper	Place	Population	Paper
Charlottetown, P. E. I.	12,000	M. Guardian	St. Catharines, Ont.	19,860	E. Standard
St. John, N. B.	64,305	M. & E. Telegraph & Times	Winnipeg, Man.	196,947	M. & E. Free Press
Montreal, P. Q.	801,216	M. Gazette E. La Patrie	Regina, Sask.	42,000	M. Leader & E. Post
Quebec, P. Q.	116,850	E. Le Soleil E. Telegraph	Saskatoon, Sask.	31,364	M. & E. Phoenix & Star
Kingston, Ont.	23,760	E. Whig	Calgary, Atla.	75,000	E. Herald
London, Ont.	68,000	M. & E. Advertiser M. & E. Free Press	Edmonton, Alta.	65,000	E. Journal
			Victoria, B. C.	66,000	M. Colonist E. Times

OF CANADA



BROOKS

Display Container
for greater sales

This display container advertises and sells goods in a most effective and economical way. You too can use it to great advantage.

The Brooks Display Container is superior at the following points:

- It sets flat on counter.
- Displays contents at the most effective angle.
- Has large advertising surface.
- Is remarkably strong.
- Is simple in design.
- Is made in a variety of sizes.

Let us make up a sample display container for your product

BROOKS BANK NOTE CO.

MANUFACTURERS

Lithographed Folding Boxes

Labels Window Display Advertising Business Stationery

Springfield, Massachusetts

New York

Philadelphia

Boston

"Personal Demonstration" Advertising

Calling on the Prospect in Person Stages Its Comeback

By W. Livingston Larned

ASHLEY was shivering in a cold garage, doing his best to start an automobile that was suffering from asthma, bronchitis and other temperamental ailments common to icicle weather. The battery was giving out from the strain put upon it, and Ashley was fishing around in the tool-box for the crank. Mrs. Ashley was shouting from the house to ask why he was taking all day.

There edged up to the garage door at this juncture a quiet little man who proffered assistance. He understood such troubles, he said. After several experiments, he went straight for a spark plug. After assuring himself that a short circuit had been created by soot and grease, he took out the spark plug, cleaned it off, and when it was primed the stubborn car suddenly throbbed with action.

Having completed this act of great charity, the stranger pulled a spark plug from his pocket. He explained about that particular plug and why it functioned in cold weather; showed its patented features, its all-round serviceability. He left literature with the worried Mr. Ashley descriptive of the plug.

"See here," said Ashley, "I'm interested. I want to put an entire set of those plugs in my car—right away, if they'll work that well. I liked your description of how and why they operate. Where can I get 'em—how much do they cost?"

The stranger was a professional demonstrator sent out by a local branch office. The spark plug was well known and had been advertised extensively, but the sale was not completed until contact was secured there in the garage on a cold day. Not only did Ashley install the plugs, but he became a walking advertisement for them among his friends.

A big jobber and the branch manager had shared in the expense of sending out five men, just as an experiment. They were carefully instructed in what they were to do. Be up and doing at six in the morning and in a neighborhood where men not only owned cars but had garages of their own and used their machines in cold weather. These men were to get into conversation with such car owners, and starting would be found an almost universal trouble. Some of the demonstrators were also to visit garages where individual owners kept their machines.

The idea was highly efficient from the first. How could it fail?

Many years ago the plan of personal demonstration was looked upon as indispensable. Then it fell into disfavor because it was abused. The housekeeper was much annoyed by too many calls and quite often the type of demonstrator was objectionable.

DEMONSTRATION IS A PRESENT-DAY NEED

At the present time, strained business conditions, the most relentless form of competition, and a very exacting state of mind on the part of the prospect, is causing the manufacturer to think again in terms of direct personal contact in offices, factories and homes.

Advertising departments have been the first to agree to this, with salesmanship and demonstration tactics fusing closely with the printed appeal. Material of a practical, human-interest character, obtained by the field force, has provided material that shaped the destiny of the advertising campaign.

"Why doesn't our product sell?" is a query often asked. "It is a

good product; its price is right. It is very much better than many others on the market now claiming a liberal patronage. How can we find out what is wrong?" The answer has been found, as a rule, in house-to-house canvass.

This has been lately proved in

water used for washing in the various cities and towns. There was "hard" water and "soft," rain-water and water changed in its chemical composition by lime deposits. The product could not be assimilated by all of these alike. Less or more of it might

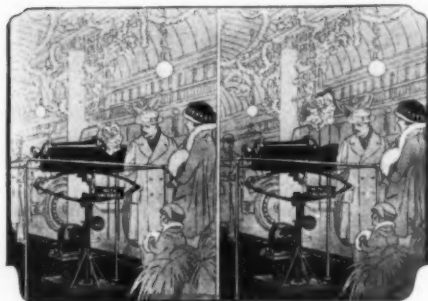
be needed. No one set of instructions on the package would suffice without causing dissatisfaction. Just as soon, however, as demonstrators went right to tubs, did the mixing and started the wash the product gave complete satisfaction and there were no complaints.

It has been absolutely necessary, all through the progressive stages of the introduction of electrical appliances in the home, to stand squarely back of advertising campaigns, by intensive personal solicitation and demonstration.

Mention has been made of the remarkable house-to-house demonstration system conducted in certain parts of the country by the H. J. Heinz Company. In and around New

York, real progress has been made in this field. An immaculate person engages the attention of the housekeeper—just for a few moments, it is always promised—and from a complete kit of Thermos bottles, piping-hot samples of the Heinz canned goods leaders are poured into little individual cups, that the prospect may have an actual taste of this or that, emphasis being placed on distinctive flavor.

It was up around Nantucket, last season, that the writer observed an unusual selling idea adopted by a manufacturer of special marine paint. Several



Gabriel Snubbers keep you at the car and save your car

See Gabriel Snubbers Demonstrated at Automobile Shows

Proof as a Class Why More Than Sixty Leading Car Builders Have Endorsed Gabriel Snubbers

See how the manikins keep their seats when Gabriel Snubbers control the action of the springs. Then see how they bounce up in the air when there is nothing to check the rebound.

You'll quickly understand why over sixty of the leading car builders either use Gabriel Snubbers as standard equipment or drill the frames for them. This year more than ever before you should demand comfort and con-

venience for your money no matter what price car you buy. If the car you want is not equipped with or drilled for Gabriel Snubbers—ask why. Remember, there's only one snubber—the "Gabriel."

GABRIEL MANUFACTURING COMPANY, 1401 East 9th St., Cleveland, Ohio
BOTH LEADING CARS ARE EQUIPPED WITH OR DRILLED FOR GABRIEL SNUBBERS AT FACTORY



At New York and Chicago
The Gabriel Snubber



At New York and Chicago
The Gabriel Snubber

**GABRIEL
SNUBBERS**

AN AUTOMOBILE SHOW DEMONSTRATION IS FEATURED IN GABRIEL ADVERTISING

the case of a worthy washing preparation. The advertising alone did not move the goods. Dealers everywhere said they could not sell the product.

Demonstrators were sent into three "hard" States. They made a systematic investigation that took them into the homes of the rich and the poor alike, and even to outlying territory, where colored washerwomen persisted in boiling clothes in black pots over wood fires and then "beating the life out of them," with paddles, over smelly wood fires.

It settled down to the discovery of a marked difference in the

Select Means Select

The Ohio Select List was banded together for a single purpose—to sell the space in its newspapers to the national advertiser.

The charter members were the leading papers in their communities. As the organization has grown, only the recognized best papers have been added.

The Select List is not a complimentary association. Its members have set a definite *business* standard—business requirements which each member *must* fulfill.

The selfish motive of the Ohio Select List to be truly *select* is the space buyer's best guide.

Intimate Circulation

People in the Select List cities take an active interest in every local institution—their newspaper, for instance.



Ohio Select List

of daily newspapers

Robert E. Ward

Director of Advertising

New York
225 Fifth Avenue

Chicago
5 S. Wabash Avenue

competent painters, who were also "good talkers," paid frequent visits to the waterfront, to docks and to boat clubs, where innumerable small and large craft were in commission.

These men, after interesting a prospect, asked to be allowed to paint a small surface of a boat—a place where nothing would be disfigured. Then the owner was asked to watch the results—resistance to water and weather, staying qualities, lustre, beauty of finish. In very few cases was this request denied.

The two local dealers in this place at once noted an increase in demand for the marine paint in question, and it was "all the talk" along the waterfront, for the writer made it his business to see how the idea was working out. Here was tangible evidence for the consumer to think about. Booklets and pamphlets were given boat owners at the same time, and there was no let up in business paper, newspaper and magazine advertising.

It was found, by a maker of gelatine, that in certain city grocery stores it was customary for men—suburbanites particularly—to drop in for such articles as butter, eggs, cheese, etc. It was arranged to put a little table near this department, presided over by a neat demonstrator. Six flavors were made up and always ready to serve. Moreover, the desserts were artistically arranged, in attractive china dishes. Sweet cracker dainties were also on the menu.

Men were invited to have a nibble, and many of them accepted the suggestion. It frequently followed that they bought packages and took them home. And wives fell into the habit of purchasing the same brand because their husbands liked it.

Manufacturers of broths and soups have been glad to get their products into drug stores where hot beverages are served in winter, for a neat sign gives the name of the maker, a trade-mark, and other identification tags. The consumer becomes familiar with these names and flavors and the

corner grocery store soon begins to feel the reaction in increased demand.

Some years ago a man invented a special health device in the shape of a corset-brace that could be worn by men or women. There was considerable stir over it, with some large stores suspicious of its true value. But the inventor had perfect confidence in his idea, and after many disappointments and handicaps, sent out twelve young athletes as demonstrators. Space for them was secured in smaller store windows, and here they tried on the device, went through its various technical features and "talked" to the people in the street by means of printed cards.

In a year the plan proved its worth and, one by one, the larger stores began to stock up because of the insistent demand. Up to this point, advertising, however skilful, had not quite brought conviction to the public. With demonstrators giving the idea momentum the next advertising campaign brought satisfactory results.

A little "baby tractor" was built by a certain concern and a campaign of advertising launched, but the progress of sales was strangely slow. Then the sales manager deliberately took fifty of the tractors from the plant and made selling agents of them. They rumbled into the ranks of every county fair, big or little; they were put into action in Southern resorts, in winter, where it was known that many Northern farmers spent several months each year.

Men in charge put those baby tractors through their paces; made them do the most surprising things, from hauling a string of wagons to a Spanish sword dance in limited space, around fruit trees. Intensive advertising, locally, used in conjunction with the demonstrations, began to make a dent. Farmers who had been skeptical concerning all tractors, because of the hocus-pocus of poorer types, hastily thrown on the market, were met, in every one of their arguments, by visible proof of efficiency.

The Shur-on Chronicle

Business

Our Friend Tells Us One To Tell You

ought a flash-
first, then
me to bat.
ver switch"
and showed
Switch. We
was rather
a business
beautifully
it would

YESTERDAY a friend of the Shur-on Chronicle button-holed us in the Chamber of Commerce and told us one to tell you. Here's his story:

"I have known Watson for years and bought my shoes from him for years. He always sold me very largely on his personality because I went to school with him and liked him.

"About a year ago Watson was offered a better chance with the Nettleton Shoe Shop and went there. I followed him and bought Nettleton Shoes often telling him that I felt more certain of the quality of Nettleton Shoes because I had seen their very effective ads in the big magazines—Harper's, Century, Scribner's, Review, World's Work and Atlantic Monthly.

"Today I went down to Nettleton's to buy a pair of shoes and asked for Watson. I was told he had been offered a buyership in a large store and had gone.

"Here I was between two pulls—one my friendship for a man; the other my confidence in a tested brand of shoes, an advertised line that had delivered absolute satisfaction. I stayed in the Nettleton store and I bought Nettleton shoes from a man I had never seen before. Their advertising sold me.

"On the way home I checked myself up. Nettleton Shoes, non-advertised socks, Paris Garters, Manhattan Shirt, Kum-a-part Cuff Buttons, Scalpax Underwear, Arrow Collar, Non-advertised Tie, Stein-Bloch Suit and Overcoat, Stetson Hat, and Hayes Gloves. Only two out of twelve articles of apparel are unadvertised lines.

The Shur-on Chronicle tells this story as a thought-provoker, because we know that many readers are wondering whether or not they should push the advertised line. Think it over.

11

THESE ARE THE QUALITY GROUP.

THEIR ADVERTISING SOLD ME.

Nettleton Shoes advertise in The Quality Group. So does the Shur-on Optical Company—extensively. And so do a lot of other advertisers. Does it pay them? Think it over.

Quoted by the world's



THE IRON TRADE REVIEW

Published Every Week, Established 1883

's leading newspapers

A few of the
newspapers that recognize
THE IRON TRADE REVIEW
as the international authority
on the iron, steel and
metalworking
industries

CLEVELAND, U. S. A.

Member, A.B.C.—A.B.P.

On one floor at the recent New York automobile show, eighty out of one hundred and eleven exhibitors of various accessories used "living demonstrations" or cut-in-half models. Motion provided eye interest. The sectional models allowed the public to see what was inside the device and brought absolute conviction.

"If the prospect will not come to us, then we will go to him," is the thought, as expressed by one who has had to face present-day problems, with new advertising ammunition.

And then he added, significantly: "Almost everybody now seems to come from Missouri when you ask him to spend money."

Join in Campaign to Make City a Shopping Centre

The plans of Streator, Ill., to become a shopping centre for its section of north central Illinois have been crystallized into a co-operative advertising campaign and sale aimed at the towns in its vicinity. Co-operative advertising has been placed in the newspapers of eleven towns, and sales designed to clear winter stocks and introduce the new spring goods began on January 7.

The Streator Merchants Advertising Club stands sponsor for the co-operative movement and is following up its newspaper campaign with an intensive effort to make the city's service and bargains live up to the advertising. One of its bulletins reads: "In our advertising we have emphasized the progressiveness of Streator's merchandisers, and the good service, courtesy and cordiality to be expected here. We trust that, just now at least, you and those associated with you are going to extra pains to make good on these claims, especially where the patron is on his first visit to our town or is an occasional visitor."

F. R. Farnham with Foute Agency

Frank R. Farnham, formerly with Albert Frank & Co., and for ten years with the McGraw Publishing Company, now the McGraw-Hill Co., Inc., has become vice-president of G. P. Foute Advertising Agency, Inc., New York advertising agency.

Houdaille Account with Harry Porter Agency

The advertising account of the Houdaille Shock Absorber Co., Buffalo, N. Y., is now being handled by The Harry Porter Company, New York. Magazines are being used.

Gives Reasons for Chain Stores' Success

Some of the reasons for the success of the chain store were presented recently in a paper by Alfred A. Beckmann, secretary of the National Chain Store Grocers' Association, before the convention of the American Economic Association in Pittsburgh. Mr. Beckmann said that in his opinion the chain-store plan of merchandising will ultimately become the leading method of food distribution, although the regular type of retail grocer will always have a place in the field.

In the metropolitan districts where chains are most flourishing, he said, they have within a few years advanced from serving 12 per cent of the food distribution to fully half. The reason lies in closer and perhaps lower buying and in the elimination of wasteful conditions.

An opportunity for saving which exists for the chain store is the possibility of cutting out the services of salesmen from the manufacturer through concentrated buying by one executive for a great number of stores. Mr. Beckmann predicted that more and more large manufacturers will take on themselves their own distribution to retailers, as has been done by Procter & Gamble and the National Biscuit Company.

When this happens the wholesalers will in an increasing degree become manufacturers of their own brands rather than distributors for manufacturers of specialties. As for the retailer, he will suffer because, even now, probably 75 per cent are not merchants in the fullest sense, but hangers-on to the wholesaler.

For several years Mr. Beckmann was secretary of the National Wholesale Grocers' Association.

New Canadian Accounts for Hamilton Agency

The Hamilton Advertisers' Agency, Limited, Hamilton, Ont., has secured the accounts of: the Tropical Food & Chemical Company, Kitchener; Binwell Hoxie Wire Fence Company, Limited, Hamilton; Repeater 6 Fuse Plug of Canada, Burlington; and Automatic Appliances, Ltd., Hamilton.

Cotton Goods Account for Boston Agency

The Boston Cotton Goods Company, Boston, Mass., has retained the Harry M. Frost Company, Boston, as its advertising agency. Its product, "Lady Perfection" fabrics, sold through exclusive agencies, will be advertised.

Springfield, Mass., Agency Changes Name

Frederick W. Burnett has sold his interest in the advertising agency of Chapin, Burnett & Foye, Springfield, Mass., to Ralph T. Foye. The name has been changed to Ralph T. Foye-Advertising.

January 24th, 1922.

On January 31st our association with the CLEVELAND NEWS and SUNDAY NEWS-LEADER will terminate, and the national advertising for these papers will be in new hands.

We wish to take this occasion to thank the advertisers and agents for the consideration they have given to the NEWS and SUNDAY NEWS-LEADER during the fifteen or more years we have been associated with them.

The NEWS and SUNDAY NEWS-LEADER have made great progress during those years both in circulation and advertising. The local advertising has made tremendous gains and the income from national advertising for 1921 was the largest in the history of these papers. The income from national advertising for the month of November was \$7,000 greater than for November, 1920, and for December was \$9,000 greater than for December, 1920. This is evidence of the progress and accomplishments which the NEWS and SUNDAY NEWS-LEADER have made and which progress I am certain will continue.

Laurel Block

The Art of Making Ne

The story of a manufacturer who discovered
Chicago after 25 years of successful selling

Advertises after 25 Years, Gets
1,382 Dealers in 14 Days

Newspaper Campaign for Mickelberry Sausage Sensationally Teaches
Mistake of Limiting One's Market Arbitrarily

By C. M. Harrison

HERE is a little business story
not without a touch of ro-
mance that is unusual because
of the way in which it

the contrary, that there really was
a potential market for the product
on Ashland avenue and in
other Chicago districts.

Reprinted from *Printers' Ink*
issue of January 12th

The above caption tells briefly what
the Mickelberry's Food Products
Company, producers of Mickelberry
Sausage, were able to accomplish in
the Chicago Market with a sales force
of eleven men.

Here was a product that had been
selling in Chicago for 25 years. The
executives believed that maximum
distribution had been reached. And
not without reason; for theirs was a
seasonal product, highly perishable,
and properly falling under the head-
ing of "class" merchandise.

CHICAGO HERALD

ing New Markets from Old

The following letter tells briefly how
this business miracle was accomplished

Chicago Herald and Examiner,
Chicago, Illinois.

Gentlemen:-

We take pleasure in expressing our complete satisfaction with the merchandising campaign conducted in Chicago during October last, by the Herald and Examiner. With your co-operation, we tripled our list of dealers during this campaign and we are satisfied that today our distribution of Mickelberry's Sausage in Chicago and suburbs is about complete.

The repeat orders are holding up wonderfully well, due to the high quality of our product and our extensive advertising campaign now running in the Chicago papers. Business is good.

Yours very truly,

MICKELBERRY'S FOOD PRODUCTS CO.
M. W. Mickelberry,
Secretary

Dominant lineage in the Chicago Herald
and Examiner is being used as the backbone of this highly successful campaign.

AND EXAMINER



ERWIN, WASEY & COMPANY
Advertising

NEW YORK

CHICAGO

LONDON

We confess that we invite an unusual degree of coöperation from the advertiser, in the belief that his experience is invaluable to our decisions on his problem

We have in London a complete advertising organization, for the service of clients doing business in the United Kingdom or on the Continent

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Joins

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New Account for Wade Agency

The Wade Advertising Agency, Chicago, has obtained the United States and Canadian advertising account of the Continental Sales Co., Springfield, O., baby chickens, poultry and garden supplies.

Poultry publications, metropolitan Sunday newspapers and country weeklies will be used in the United States and in Canada.

Joins Nelson Chesman & Co.

Frederick Haase, formerly production manager of the Redfield Advertising Agency, New York, is now with the New York office of Nelson Chesman & Company, St. Louis advertising agency. Mr. Haase at one time was director of service and promotion for the St. Louis *Post-Dispatch*. He was also sales and advertising manager of the H. W. Gosard Company.

J. B. Walker to Represent Artists

J. B. Walker, who for some time has been connected with the Chicago office of the Ferry-Hanly Advertising Company, has resigned to become associated with W. R. Jackman in representing free-lance artists. Offices will be maintained in Chicago, under the name of Jackman & Walker.

E. O. Snyder Heads Cereal Company

E. O. Snyder has been elected president of the Jersey Cereal Food Company, Cereal, Pa. Mr. Snyder became associated with this company three years ago as general sales manager and two years ago was elected vice-president. In August, 1920, he became general manager.

Agency Establishes Business Paper Department

Frank Kiernan & Co., New York advertising agency, have opened a business paper department under the personal direction of Alfred N. Williams, formerly of the Fairchild Publications.

Adams Bag Co. Appoints Sales Manager

Thomas W. Hendricks has resigned as assistant advertising manager of the White Motor Company, Cleveland, to become sales manager of the Adams Bag Company of that city.

Joins San Francisco "Chronicle"

S. M. Miles, recently business manager of the Sacramento, Calif., *Union*, is now with the San Francisco *Chronicle*.

Henry F. Sheetz, Jr., Partner in Printing Company

Henry F. Sheetz, Jr., formerly superintendent of the *National Stockman and Farmer*, Pittsburgh, is now a partner in the firm of the Campbell-Sheetz Company, Pittsburgh printers. He is associated with Alexander Campbell, formerly manager of the bureau of office supplies and equipment of the Cambria Steel Company.

New Account for Smith, Denne & Moore

The Montreal office of Smith, Denne & Moore has secured the advertising account of Motor Spring Lubri-Gaiters Limited. This firm manufactures leather casings for automobile springs. The initial stage of the campaign will be confined to trade journals, to be followed later by a campaign to the consumer.

Vitamine Face Powder Being Advertised

The Brooks Barley Company, Inc., Boston, maker of Brooks' Baby Barley, has begun advertising and merchandising Brooks's Vitamine Face Powder, made with barley as a foundation.

Large newspaper advertising is being used in the introduction campaign in New England.

Agency for Wheaton Brass Works

The A. W. Wheaton Brass Works, Newark, N. J., manufacturer of valves and faucets, has placed its advertising with Hewitt, Gannon & Co., Inc., New York. A campaign to reach the petroleum industry as well as builders and architects will be carried out.

New Advertising Manager for Winther Motors

H. G. Evans has been appointed advertising manager of Winther Motors, Inc., Kenosha, Wis. He has been with Winther Motors, Inc., for four years in the sales and service departments.

Chicago Agency Appoints Charles A. Pope

Charles A. Pope, for the last two years with Doremus & Co., New York advertising agency, has been appointed New York representative of the Bellamy-Neff Co., Chicago advertising agency.

Hicks Agency Has "House of Youth" Account

The Hicks Advertising Agency, New York, has secured the account of Schulman & Hauptman, New York, manufacturers of "The House of Youth" dresses, suits and cloaks.

What Emerson Really Said

NEW YORK CITY.

Editor of PRINTERS' INK:

Not long ago in PRINTERS' INK you made reference to "The 'Mouse-Trap' falsely ascribed to Emerson."

I assume that you refer to the quotation, "If a man writes a better book, preaches a better sermon, or makes a better mouse-trap than his neighbor, though he build his house in the woods, the world will make a beaten path to his door."

I had always assumed that this was a quotation from Emerson. Can you inform me as to the author of this statement?

GUY A. HENRY.

THE late Elbert Hubbard, of East Aurora, was the author of the famous mouse-trap quotation, which has probably done duty for inspiration in more cases of jaded mentality than any other paragraph on record. He is reported to have explained the crediting to Emerson on the ground that "it was the sort of thing that Emerson would have said if he had thought of it," and to have added that it was less reprehensible to give a great man undeserved credit than to steal from his writings without credit, as was the more common practice.

As a matter of fact, however, the whole glory of authorship cannot be given to the Sage of East Aurora, since the idea is really Emerson's, after all. In Volume 8 of Emerson's Journals, page 258, is revealed the original paragraph which, we strongly suspect, was the basis of the popular rendering. Here is what Emerson really said:

"I trust a good deal to common fame, as we all must. If a man has good corn, or wood, or boards, or pigs to sell, or can make better chairs, or knives, crucibles or church organs than anybody else, you will find a broad, hard-beaten road to this house, though it be in the woods."—[Ed. PRINTERS' INK.

The Empire Advertising Service, New York, is placing orders for advertising of the International Commercial House of New York, a new mail-order company. Small copy will be used for the present.

A Tribute to Traveling Salesmen

We hate to fool you, but we're going to.

You expect us to get funny about traveling men. We won't.

Traveling men, a fellow's mother, his church denomination—these aren't funny subjects.

Traveling men are soldiers of commerce, trading their lives for their living.

Not only that—they trade their lives for their family's and their employers' living.

Traveling men wander from place to place in cold and heat and discomfort, put up with (and for) bad accommodations, and don't kick much.

And whenever one of them sights a hotel where the proprietor treats him halfway white and smiles at him and tries to have the grub clean—just tries, that's all—and really cares whether the traveling man is comfortable in his room—then you ought to hear the boosting that traveling man gives that hotel.

You'd think he was paid wages for it. But he's not.

When the lay traveler gets all balled up in his railroad connections and does not know what to do, the traveling man pulls out his railroad guide or a bit of his own clear memory, and tells the lost one how to head in or make a short cut.

He will take chances on missing a train himself to do this.

There are pinheads in this world who think traveling salesmen are fresh guys who live for the sake of flirting, gambling, etc.

These pinheads need another guess.

Most of the traveling men we know have sons and daughters, and nearly all of them have wives, of their own.

And if those wives are as square with traveling hubby as we know hubby is in nine cases out of ten cases with wife, when they are separated, the lack of virtue in this country is sadly overestimated.

Once in a while there is a traveling man who is all that the pinhead thinks they all are; but he is an exception, and he doesn't hold his job very long.

If we wanted a square deal—wanted to be sure of it, and of genuine Christian, unselfish charity thrown in, we should never hesitate to submit our case to a jury of traveling men.

We are for him, strong.

For we've met him away from home. —Indianapolis Star.

Paul T. Shaw Heads Tacoma Advertising Club

Paul T. Shaw, president of the Shaw Supply Company, Tacoma, Wash., has recently been elected president of the Tacoma Advertising Club for 1922, succeeding John Condon, Condon Advertising Agency. Other officers elected are: C. E. Curran, J. S. Kemp, Kenneth W. Hood, E. T. Anderson, S. S. Anderson, A. H. Bassett, John Blauw, L. J. Brown, E. P. Kohl and Mrs. E. M. McRae.



ARCHITECTURE

has the LARGEST SIZE PAGE
—therefore, because you are
interested in GOOD PRINT-
ING you appreciate the ne-
cessity of ample margins.

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INTERNATIONAL COATED
PAPER. This insures for
your "copy" the best pos-
sible reproduction.

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CHICAGO

—
447 TREMONT BLDG.
BOSTON

—

What Is the "Motive Power" Idea in Sales Management?

Ideas That Sales Managers Have Found Effective in Inspiring Men to Do Their Best Work

By Roland Cole

WHAT principle of sales management will, when put into operation, inspire salesmen to put forth their utmost efforts to achieve the greatest measure of success?

There is a concern located in an eastern Pennsylvania city that has a sales force of fifty or fifty-five men. The president of the concern is also the sales manager.

One day not long ago I happened to be sitting in this man's office when one of his associates came in, laid a letter before the president, waited for him to read it, and said:

"Edwards must think we make our rules for him to break. This is the third time since he has been out that he has ignored our rule on terms. What shall I do with him?"

"What would you like to do with him?" asked the president.

"Well, I'd like to throw a scare into him and tell him if he does it again he's through," answered the other impatiently.

"All right," replied the president, "do that; but let me see your letter before you mail it."

When the associate had retired, the president said:

"This man is my assistant and I am trying to train him to take over the sales-management end of my work. He has proved to be a wonder at detail, picking men, educating them, assigning territory, establishing sales quotas and working out our system of compensation. Excellent, in all these things. But in one big essential, utterly lacking: He does not seem to grasp the fact that the thing that makes a man go is not something outside of the man but something within him."

I asked him to explain what he meant by something "within, the man" and he told me a story. He

said that the sales force only numbered six men when he assumed charge of it sixteen years before.

One of these six men had recently come with the company. He worked long hours, made more calls per day than the other five men, was conscientious and eager, but for some reason did not make good. The other men were not veterans or world-beaters, but they just made good without special effort.

WON AS A TEAM WORKER

This sales manager became interested in his "lame duck," as he termed him, and would not let him resign when the man tried. Instead, he called him in and tried to get personally acquainted with him.

"I made that man come down to my office every day and sit in this room," continued the president. "I went to lunch with him, took him home to dinner and we went to the theatre. I even took him on a short trip with me."

"What I did may sound ridiculous, but he was my first failure and I wanted to know why."

"Well, sir, it took me nearly three weeks to find out, but I finally got it, and when I did so I couldn't believe the reason was so simple. And it taught me a lesson I never forgot."

"This man could not work alone. Throughout his college career he had excelled as a worker on a team, but he had invariably made a poor showing in activities where he had worked singly. I found that in everything he had done since he left college he did much better when he worked with a group than when he was compelled to go it by himself. Pair him off with somebody

(Continued on page 125)



From First National's Picture,
"The Wonderful Thing."

The screen —arbiter of fashion

Who are more alert than the stars of the silversheet to keep abreast of fashion's most advanced decrees?

Women recognize these advanced styles upon the screen,—and want them for their own.

And if they are interested in the picturization of the latest fashions on the screen, why will they not equally welcome the reflection of that same interest in their favorite moving picture magazine?

How can advertisers of dress fabrics,—and of other things appealing to the well-dressed woman,—get closer to this great fashion interest than in this same magazine?

—especially if, like Photoplay, it displays new modes of the screen with models individually designed for noted screen stars,—and with patterns of the models made available for its readers?

Here is a great general interest crystallized into a specific interest in a way that is going to open up rich opportunity to the enterprising advertiser.

New Orleans
Gained IN
102,833
In Local Display

While in the Same Month



If The City's Your Market

The States In December 3 LINES over December 1920

The other Afternoon paper lost 11,340 Lines
The Morning paper gained but 35,603 Lines

Effectiveness Without Waste

Behind the sensational local display gain of The States in December is the growing appreciation that to use The States is to SELL NEW ORLEANS, WITHOUT WASTE.

New Orleans has practically no suburban population. The city itself is the advertiser's real market. The States' circulation (greater now by a tremendous margin than at any previous time) is practically all in New Orleans, giving the advertiser an immediate, direct and thorough means of reaching THOSE WHO WILL BUY HIS MERCHANDISE, without having to pay for a great number who will not.

The year 1922 finds The States in the best position in its history to co-operate in an effective, economical selling campaign of New Orleans. For latest A. B. C. report and any other desired information consult our foreign agents, or write J. L. EWING, Advertising Director.

THE NEW ORLEANS STATES

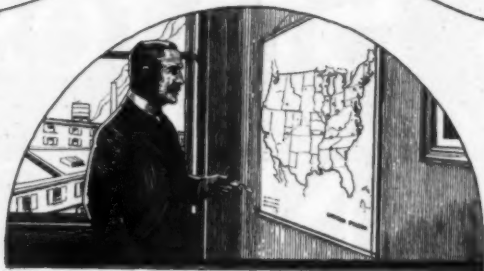
Every Evening and Sunday Morning

ROBT. EWING, Publisher

Established 1879

S. C. BECKWITH SPECIAL AGENCY, Eastern Representative.
JOHN M. BRANHAM COMPANY, Western and Southern Representatives.

The States Is Your Paper



HAVE YOU EVER LOOKED YOUR BUSINESS BOLDLY IN THE EYE?

FOR instance, did you ever put down in black and white all of the facts about your sales, your distribution and your relation to competitive manufacturers?

Did you ever compare your sales in any given section of the country with the general trend of business in the same and allied lines in that district?

Did you ever see how many of your Branch Offices are located in what is "Home" or "Factory" territory for a competitive manufacturer?

Do you know where your business stands in the opinion of your competitor?

Those are some of the facts developed by the Industry Surveys which this organization makes, and they are facts which count in successful merchandising.

They are facts which we consider essential to the proper handling of an advertising campaign.

WALTER B. SNOW AND STAFF

Advertising

60 HIGH STREET · BOSTON · MASS.



and he went big. Send him out alone and he fell flat."

"What did you do?" I asked, "change his occupation or make him an assistant to one of the other salesmen?"

"No," he replied; "I just told him I was going to divide the sales force into two teams, three men on a side. This meant no more to me than keeping a little extra record on a card. I grouped my 'lame duck' with the two best men and showed him where his first month's work had dragged them down.

"I had no sooner explained my idea than he evinced the greatest eagerness to get back in his territory and go to work. Suddenly he saw the world differently. He was no longer the only actor on the stage, but one of a company. And, needless to say, he made good and continued to make good as long as he stayed with us. But this man never knew that he actually worked his territory alone. He always thought he was a member of a team."

Strange, how often this idea is overlooked in sales management. Yet we are all prone to fall into the same error. We become so interested in the machinery that we forget the idea back of it. There are too many sales managers whose large conception of their work is that they are disciplinarians.

A salesman is the part of a business institution that goes out and makes sales but he is also a man and a microcosm—a little universe with all the necessary elements that make a universe go. He may be a perfect sales-maker so far as looks are concerned and still be unable to make sales because he lacks the vital principle—the animating idea.

Another sales manager, who is also the vice-president of his company, one of the largest paint concerns in the field, believes that the "motive power" idea lies in letting salesmen believe that they are to a large extent self-directed, self-governed. It is not his idea that men do not need supervision but that they more rapidly develop the power to carry responsibility

if they are taught to solve their own problems.

In explanation of what he meant by this he told of a salesman who reported on a prospect that he had been unable to sell. When the salesman said he could not get the order, his sales manager asked him to make a suggestion. He said:

"There are a dozen or more salesmen in your district," I wrote him. "You know them all. Pick out one of them and ask him to come over in your yard and help. Work it any way you please. Let him try it alone or go with him. If neither one of you get the business, pick another man and keep on trying. But don't give up. You're in charge of that territory. We depend on you to tell us what to do."

SHOULD STUDY MEN INDIVIDUALLY

During the past two years I have called on scores of sales managers and with only a few exceptions I find it the rule for men in charge of salesmen to follow a uniform plan for dealing with all the men under them. Only occasionally have I found a man who considered each man an individual problem—who had one rule for one man and other rules, each differing in detail, for the rest.

"I keep a card record on every one of my salesmen," one such sales manager told me. "This is solely for my own information and not for use as a company record. Nobody ever sees it but myself.

"I make no effort to pry into the private affairs of my men, but I try to remember whatever they tell me voluntarily about their personal matters and jot it down on one of these cards. It has helped me to understand many things about men that otherwise would have puzzled me.

"For instance, there is Carey. He has never won a prize or done well in a contest. In fact, his sales are always better when there is no contest on. I could never understand this until I came across a note I had made on his card a year or so ago.

"One evening when I had had him out at my home, he had dropped a remark about his father having been a gambler and that his mother had made Carey promise when a boy that he would never gamble or play for stakes. Evidently prizes came in this category. He never showed the slightest interest in any sales contest where prizes were hung up. I haven't yet solved the problem of enlisting his interest in a contest, but I know a prize will never get him.

"Kennedy, according to my card record, is a widower. He has a six-year-old boy on a farm up in Maine. This boy is the spring of action in Kennedy's life. To get Kennedy interested in any proposition, all I have to do is to show him where it will work out to the advantage of that boy and he is with me to the finish.

"Another man on the force is crazy to own a herd of blooded cows some day. I suppose I will lose him eventually, for he has dairying on the brain. But in the meantime he is an exceptionally good salesman and I want to keep him just as long as I can, and not only that, but I want to keep a fire burning under him all the time which will get him to sell more goods and be a better salesman for me next year than he was this year. There is no reason why he shouldn't have his cows and sell goods for me, and if I can show him how he can get his cows by selling more goods for me, we will both be happy and I am certain I will retain his services for a great deal longer period of time than I would if I was ignorant of his ambition.

"I have another man who wants to move into the Canadian Northwest. I am not going to urge him to go; men sometimes change their minds. But I'm going to keep in step with his hopes and if he is unalterably determined to go some day, I'll know all about it and I'll help him all I can. But in the meantime I'll be the one to keep him as contented as I can and working at top efficiency until the last hour.

"Who knows? The Canadian

Northwest may be a good market for my line of ranges, and who could sell more of them or would like to earn the extra money better than this salesman?"

It is this sales manager's idea that every salesman is an individual problem in management and that men work at top efficiency only when they are happy. What he tries to do is to find out each man's definition of happiness.

THE TRAIT OF FRIENDLINESS

I had the privilege not long ago of meeting a man whose early life had been spent in the employ of a large tea and coffee concern. This man, now a veteran sales manager in another line, had some interesting testimony to offer as to the kind of management and supervision that brings out the best qualities of men and induces them to do their best work.

He gained his early experience as a wagon salesman for the company referred to, and later rose to the position of sales manager. It was his theory, he told me, that every man does his best when he is allowed to get results in his own way and is placed upon his honor. He put it this way:

"When I hired a man, I did not begin by turning him over to somebody else. I wanted to make sure that he got all his first impressions about the business from me, and I also knew that if I kept pretty close to him during his first acquaintance with the job I'd get a fairly good insight into his character and how to handle him to the best advantage.

"I told him it was easy to make a success of our line: That all he had to do was to be a real friend to every customer.

"Get their confidence," I said. "When you drive up to a farmhouse make friends with everybody on the place. Learn the dog's name and try to be friendly with him. Make a note of the names of the children, the hired man and take an interest in everything going on.

"Love your horse. Tell yourself this is your rig. Pretend you're in business for yourself. Remember, you may want to go

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Is There a Better Way to Pay Salesmen? What Tests Can be Used in Picking Men?

These and many other equally vital questions are answered out of the actual experience of nearly 900 sales managers in the NEW EDITION of our survey of Modern Sales Management Practices. This survey was made in collaboration with some of the clubs of the International Sales Managers Association by members of the Dartnell editorial staff. It is edited by J. C. Aspley, editor of Sales Management Magazine.

DO NOT CONFUSE THIS SURVEY with books on sales management. It is entirely different. It gives you in boiled down form actual plans which you can apply to your work of increasing sales. It gives facts and figures. It mentions names and places. It covers over 250 different lines of business.

Some of over 400 Sales Plans in This Survey

Burroughs Adding Machine Co. method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby, McNeill & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, H. J. Helms Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold job, and high water mark for sales in each line.

Method of Holeproof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantees.

Policy of Trenton Pottery Company which has resulted in greatly cutting down returned goods losses.

Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals.

Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin-Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paring the way for salesmen, handling complaints, collecting money, etc., etc.

Special Offer to Printers' Ink Readers

This survey is issued in ten loose-leaf sections, which are NOW COMPLETE. They are arranged for reference use with tabbed index, put up in a flexible fabrikoid ring binder. Over 200 pages jammed full of REAL facts and ideas. This material we will send to you ON SUSPICION subject to return if not entirely satisfactory. If you find it helpful pass our invoice for \$6.00 which completely covers all costs. If not tear up the invoice and send back the survey.



THE DARTNELL CORPORATION Publishers

Sales Management Magazine

Reaches 7,500 Sales Executives
Monthly (A.B.C.)

The Hardware Salesman

Reaches 4,000 Hardware Jobbers'
Salesmen Monthly

Dartnell Building, 1805 Leland Avenue, Chicago, Ill.

into business for yourself some day and every bit of experience you gain here will help you. Never do anything while you're working for us that you wouldn't do if you were in business for yourself.'

"It was absolutely necessary for us to adopt certain standards of service to customers, methods which we had found to pay best in our experience, and these methods we asked our salesmen to follow. At the same time we wanted the men to feel as much proprietorship in their jobs as they could.

"So I generally accompanied the new man on his first trip and explained that my way of dealing with customers would be the way he would want to deal with, his customers were he to go in business for himself.

"Let everything you do,' I would say, be aimed at creating confidence in you and your goods. You are the only representative of the company your customer is ever apt to see. Don't misrepresent. Tell the truth. Keep every promise. When you say you will return on a certain day, be sure you call again on that day.'

"It is a significant fact," continued this sales manager, "that the percentage of loss to the company through the dishonesty of salesmen in those days was practically nothing. Today, with a third as many salesmen employed, with every man bonded, with reports, close supervision and safeguards of every sort and with the salesmen being checked up at every turn, the loss is a very considerable factor in the business.

"Twelve years ago, a man was hired upon his honor and he rarely failed to live up to expectations. Today, the question of honor is not mentioned because the system is supposed to take care of it. Isn't it true that the ideas with which a man is surrounded engage his attention? Bond him and watch him, suspect him and follow him, set traps for him, and his mind begins to busy itself with the burglar alarms and how to beat them."

All of which has a bearing on the question at issue, "What is the 'motive power' idea in sales management?"

Every normal man has a spring of action. It is true of most of us that we have an incentive, that we look for a reward and that we long for independence. This is safe ground to start on in sales management. But if we do not pursue the question so far as the individual salesman and try to find out what his principal incentive is, what sort of a reward appeals most to him and what his ideas of independence are, we have not crossed the threshold of efficient management and we display as deep a comprehension of human nature as some of the teachers in our public schools who tell children they will be happy if they study their lessons, whether they are able to notice any happiness or not.

Appointments by Jersey Cereal Food Co.

A. C. Unger and H. H. Weibel have been appointed general sales manager and advertising manager, respectively, of the Jersey Cereal Food Company, Cereal, Pa. Mr. Weibel has been district sales manager and Mr. Unger Western sales manager of the company for more than a year.

New Hampshire Savings Banks Advertise

A co-operative campaign for New Hampshire savings banks and savings departments of trust companies is being handled by the William D. Chandler Advertising Agency, Concord, N. H. New Hampshire newspapers are being used.

Greenfield Tap & Die Appointment

Galen Snow has been made advertising manager of the Greenfield Tap & Die Corporation. Ralph Barstow, the general sales manager, has hitherto had general direction of the advertising department.

Manages Los Angeles Office of Fred L. Hall

R. P. Robertson is the manager of the Los Angeles office of Fred L. Hall, publishers' representative, of San Francisco. Mr. Hall represents the John Glass list of publications on the Pacific Coast.

Announcement

The First Standard Farm Paper Four-color Insert will appear in February.

There will be two pages printed in four-color process on 60 lb. S&SC stock and bound in the middle of each of the eleven publications.

This Color Insert will reach more than one million and a quarter of the Best Farm Homes in the country; 96% of these homes are located in the 29 States annually producing 86% of the total new wealth.

In 19 of these first 29 States this Insert will reach more than 20,000 more farm homes than the total circulation of the largest National Farm Paper in the entire 49 States.

In 11 of the best States it will have a greater circulation than any National Publication including the National Weeklies.

It will be seen and read by the families and discussed with the neighbors of every home it reaches.

The preferred position, heavier stock, and the beauty and added sales value of the Full Colors are sure to make these pages the most profitable bit of advertising of the month.

Scientifically, Full Color is seven times as valuable as black and white. In actual practice it has proven better than six to one.

There is one page open for March. Completed plates must reach us in Chicago by February 17.

FRED H. RALSTEN COMPANY

Exclusive Publishers

Western Office—In Charge of

BROWN RALSTEN
117 N. Dearborn Street
Chicago, Illinois

Eastern Office

WALLACE C. RICHARDSON, Inc.
95 Madison Avenue
New York City

Is a Market Ever Saturated?

THE Toledo Scale Company had just hired a new salesman. The sales manager showed him his territory, several counties in Kansas.

"Why, I couldn't cover that territory in three years," he objected.

"How do you work your territory anyhow?" asked the astonished sales manager, who for the first time was hearing a salesman complain of having too large a territory.

He discovered that the salesman had spent three weeks in just one town of 2800. But during those three weeks he had sold over \$2200 worth of goods.

His secret was that no territory is ever saturated until you have sold to every man, woman and child in that district who "will even consider your product as a Christmas present."

Right now manufacturers are talking a great deal about saturated markets. The Toledo Scale Company has found that there is no such thing as saturation—that its biggest market is the invisible market that has never yet been touched.

J. P. Newell, sales manager, tells how the company has been getting into that market—has been selling scales to people who have never been considered prospects, in

WORKING THE INVISIBLE MARKET
in the February Issue of
PRINTERS' INK MONTHLY

There are more than twenty other significant articles in the February Monthly

"The Sick Salesman—Keep His Territory Alive"

Did you ever stop to think that there are always at least 10,000 sick salesmen in the United States? Who covers their territories? Who keeps the business they have built up out of the hands of dangerous competitors? The Cottrell Saddlery Company lost the services of one of its best salesmen through sickness. But instead of turning his territory over to another man or letting it lie neglected, it instituted a plan whereby the salesman went right on selling—and today he is more solidly entrenched in his territory than ever before. In addition to that, right through his sickness he still earned his commissions. This plan is fully described in an unusual article.

"Friendly Stuff"

How would you like to go along with each package of your product that leaves the factory and shake hands with the consumer when he opens it? A number of manufacturers are doing just that thing vicariously, because they have learned the secret of "friendly stuff." What that secret is and how it is being worked out are told in a real human-interest story by Roy Dickinson.

"Reducing Prices to Increase Profits"

When the Yellow Cab Company, of Chicago, discovered that by reducing prices it would increase its profits, it discovered the principle on which its success has been built. There is an old idea back of this principle—but like so many good ideas it has not been overworked during the last few years. John Hertz, president of the company, explains how the scheme has worked out for the Yellow Cab Company, and how it has spread to cities all over the country. It is a big idea—and one that can be applied to a good many businesses.

"Tie Up with the Home Demonstration Agent"

Throughout the country sections of the United States home demonstration agents are teaching women the best methods of housekeeping and demonstrating labor-saving devices. How would you like to have them demonstrating and recommending your product? You can get their aid if you have something worth-while to offer them. Just what you have to do to get the co-operation of these agents is told in a thorough and suggestive article by E. B. Weiss.

Articles like these explain why Printers' Ink Monthly is being read every month by business and advertising executives who realize the importance of such helpful, informative discussions of business. Which also explains why advertisers are finding that the Monthly pays. Forms for March close February 18.

PRINTERS' INK MONTHLY

25 Cents a Copy—\$2.00 a Year

185 Madison Avenue

New York

22,282,628

Lines of Paid Advertising
Carried in 1921 by the

NEWS LEAGUE OF OHIO

Divided as follows:

Dayton News - - - 13,336,918 lines
Springfield News - - 8,945,710 lines

A community absorbing
this volume of advertising
in 1921 with a profit to
the advertiser is, without
question, a good field to
cultivate

DECEMBER NET CIRCULATION.

	Daily	Sunday
Dayton News	42,325	40,455
Springfield News	15,872	14,097

NEWS LEAGUE OF OHIO, DAYTON, OHIO

MEMBER A. B. C.

New York—I. A. Klein, Metropolitan Tower.

Chicago—John Glass, Wrigley Building.

San Francisco—John Glass, Claus Spreckels Building.

Dignified Copy Sells Standardized Homes

Much of the Selling Talk of This Advertising Is Indirect in Nature, but It Is Selling Houses

WHENEVER a man starts to write copy for almost any product the criticism is apt to be made that it is too highbrow. "Way over their heads," many a copy chief has said to a cub who wanted to let himself go, while he was describing some article of merchandise. But Joseph Phillips, real estate dealer of Cincinnati, has found that copy that might easily be described as dignified will sell standardized homes at \$4,500 apiece.

This hasn't been such an easy time to sell homes, this period since the first of September. Word went out that it was not a good time to buy houses, that building costs were coming down, that houses would be less expensive in the spring. Yet an expenditure of from six to eight hundred dollars per month in Cincinnati newspapers has sold \$67,500 worth of homes for Joseph Phillips.

Formerly connected with the sales department of the Rookwood Pottery of Cincinnati, Mr. Phillips had the idea that a low-priced, standardized house was just as salable and just as much a necessity as a suit of clothes or other article of wearing apparel. So he started to build and advertise such houses. And here is the type of copy that sold them:

"You can't photograph the soul of a friend, the charm of a flower garden, the bloom on a peach, and it is equally impossible for me to

show you a picture here that reveals the homelike atmosphere of my hobby—the five-room semi-bungalow."

That was his lead on one advertisement, and this the finish: "I want to meet a few retail



THE STUFF OF WHICH HAPPINESS IS MADE

You can cram more real joy into your life by spending a dime on the youngsters than by spending a dollar on yourself. Same with the wife. Sit beside her through a good show and you'll enjoy her exclamations of delight more than the performance. I've tried it, so I know. Our happiest moments are those during which we're observing the happiness of our dear ones.

That's why I say that you can bring a lifetime of happiness to the wife and the kiddies by presenting them with a dear little home of their own. If you own a lot, that's a step in the right direction; if you don't, I'll help you select one. Then I'll build a cozy little 6-room stucco semi-bungalow for you for \$4,500—just like those on Bowman Terrace—and help you finance it. Come out Sunday and see me; bring the wife and youngsters so they too can look over these lovely homes with you. Take Avondale, Winton Place, Bond Hill or Zoo-Eden cars to Reading road and Shilike street, and you're right in front of Bowman Terrace.

Your name and address on a postal card will bring you a copy of "The Way Home," my new booklet, just as soon as it's off the press. There are some pretty home plans in this booklet, which you should see. Oh, by the way: if you can't come to Bowman Terrace, Sunday, call on or phone me for appointment at the office.

JOSEPH PHILLIPS

"REAL ESTATE HEADQUARTERS"
207 MERCANTILE LIBRARY BUILDING. MAIN 5315.

NO BRASS BAND ANNOUNCED THIS ADVERTISING, BUT IT HELPED SELL HOUSES IN ENCOURAGING NUMBERS

merchants at Bowman Terrace Sunday—men who are from the State of mules, corncocks and 'show me.'"

And here is another, entitled "When a Club Won a Home": "Back in the Stone Age men won their homes as they won their mates, with a club. Even in those dark days the idea that every man should own his home was predominant."

Phillips didn't believe in seasons, as the following shows:

"There's going to be no let-up in my efforts, seasons or no seasons. I'm going straight through the winter building as many homes as possible. There'll be plenty of good building weather, too. If you are one of the determined bunch and have decided to occupy your own little home by spring, I want to meet you; I want to show you how much value," etc.

The titles for other advertisements were "Thankful in Spirit, Firm in Purpose," "Why He Gaspd," "When Flowers Replace Frost," "The Stuff of Which Happiness Is Made."

Mr. Phillips says that a great many more than the fifteen of these \$4,500 houses which he has sold, would have been sold had he not started so late in the season. If copy that might be criticized as shooting over the heads of possible customers can sell \$4,500 bungalows to wage-earners, perhaps we shall have to change our idea of what "high-brow" really means.

Advertises What Trade-mark Stands For

The American Tobacco Co., New York, in business-paper advertising, explains its trade-mark, an Indian head, in these words:

"Behold the Indian—the trade-mark of The American Tobacco Company.

"He stands guard over production, judging the soil, climate, color and flavor.

"He guards every process of manufacture, O.K.'s every brand and package.

"He governs every promise, insures right methods, right quality and right prices.

"He stands right behind you, guaranteeing satisfaction with every product.

"Conceived as an idea, he has grown into an ideal."

Schulte Sales Increase in 1921

Sales for the Schulte Retail Stores Corporation for 1921 showed an increase of 17½ per cent over the sales of 1920. Sales for 1921 were \$19,975,280 as against \$17,008,440. Sales for the month of December, 1921, were \$2,129,119 compared with \$1,996,096 in December, 1920.

E. J. Sirmay with Kuhl & Bent Co.

E. J. Sirmay, who has been on the service staff of Buckley, Dement & Co., Chicago, has joined the sales and service staff of the Kuhl & Bent Company, Chicago.

Quick Growth to Man's Estate

SIMPSON ADVERTISING SERVICE CO.
ST. LOUIS, Jan. 10, 1922.

Editor of PRINTERS' INK:

Permit me to compliment you on the general excellence of the January issue of *Printers' Ink Monthly*. In the two short years since it was born you have fed it with such good wholesome food that it has developed into one of the greatest of business publications.

Comparisons are always permissible when made in the spirit of appreciation, therefore I do not hesitate in saying that *Printers' Ink Monthly* is just as valuable to the officials of corporations who manufacture, advertise and sell merchandise as any other publication they might buy, regardless of its age or price.

Sometimes a big man will write an article for a magazine without saying very much. He does it because he is complimented, and the magazine prints his stuff because his name insures an audience of readers, but I am glad to say that men like W. L. Douglas, Jackson Johnson and Benjamin H. Jefferson, who write for the *Printers' Ink Monthly*, are talking in a spirit of frankness and co-operation which cannot be other than helpful to the rank and file of advertising men and salesmen who are earnestly trying to do business on the level.

Every issue of *Printers' Ink Monthly* has been a masterpiece of good illustrating and printing. So far as I can see, no member of your organization has any reason to be ashamed of any issue from the first up to the current number.

Personally, I hope you may continue to print articles from men who have a real message to deliver. I have no time for reading old stuff, nor do I want to be entertained or bored by writers who have axes to grind. Keep on giving us a magazine that is free from such stuff and you will ring the bull's-eye every month.

SIMPSON ADVERTISING SERVICE CO.,

ROY B. SIMPSON,

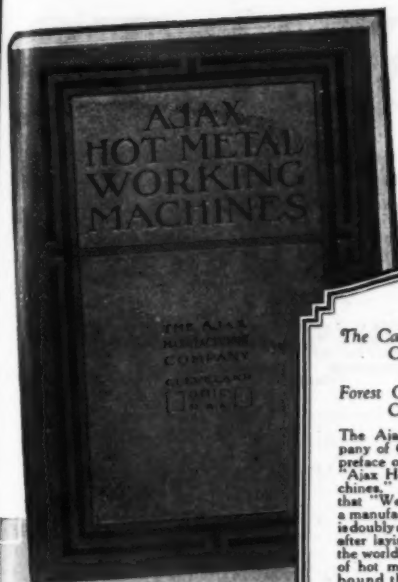
President.

Leaves Toledo to Join Chicago Agency

A. H. Black, formerly with the Martin V. Kelley Company, Incorporated, Toledo advertising agency, has joined the Charles Daniel Frey agency, Chicago. Mr. Black has been with the Martin V. Kelley Company for the last five years, most recently having charge of mechanical production.

R. B. Kayser Joins Durant Sales Staff

R. B. Kayser, formerly with the Chevrolet Motor Company, has resigned to become assistant sales manager of the Durant Motor Company of New York, Inc. Mr. Kayser was associated with the Chevrolet company for eight years.



*Another
catalog
bound in
INTERLAKEN*

Printed by
The Calvert-Hatch Company
Cleveland, Ohio

Bound by
Forest City Bookbinding Co.
Cleveland, Ohio

The Ajax Manufacturing Company of Cleveland, Ohio, in the preface of their catalog entitled, "Ajax Hot Metal Working Machines," call attention to the fact that "We read the whole story of a manufacturer in his catalog." It is doubly significant, therefore, that after laying down this principle, the world's largest manufacturers of hot metal working machines bound their OWN catalog in INTERLAKEN.



CLOTH-BOUND booklets and catalogs succeed not only because they establish their importance on sight, but because they stand up under hard usage on the purchasing executive's desk.

Write today for a copy of "Getting Your Booklet Across," bound in cloth. It contains some very interesting facts on the productive value and the economy of bindings made from INTERLAKEN Book Cloth.

INTERLAKEN MILLS

Providence, R. I.

Interlaken
Book Cloth *The standard since 1883*

RESULTS!

Direct inquiries, new accounts, orders with checks enclosed—these are the real results obtained from advertising in the

NATIONAL TAXICAB AND MOTORBUS JOURNAL

A telephone canvass of a few advertisers yielded the following:

IMPERIAL BRASS MFG. CO., CHICAGO
(Mfrs. of the Imperial Pump Oiler)

"Hello! Mr. Young talking. Yes, we have received a number of direct orders with checks attached, as a result of our advertising in the National Taxicab and Motorbus Journal."

L. F. KUEHNE CO., CHICAGO
(Mfrs. of Automobile Bodies)

"Hello! A. W. Keating talking. Yes, we get lots of inquiries from our advertising in the National Taxicab and Motorbus Journal and quite a number of sales. Your paper apparently reaches a buying class—fleet owners and executives."

ASSOCIATED BUSINESS ENGINEERS,
CHICAGO (TAB-U-LOG Cost Sheets)

"The National Taxicab and Motorbus Journal is a splendid medium. We have received a number of orders and inquiries from our advertising in your paper."

HALF A BILLION DOLLARS

The circulation—6098—is all to fleet owners or executives representing assets of over half a billion dollars. No subscriptions are received from individual drivers.

This special automotive field is constantly expanding—the latest development in transportation.

Take advantage of this paying medium

National Taxicab and Motorbus Journal
122 Ann Street, CHICAGO

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From
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S! Keeping the Factory Going during Slack Seasons

How the International Shoe Company Increased Its Factory Output and Then Sold It

By F. C. Rand

President, International Shoe Company

THE organization with which I am connected is the International Shoe Company, which was formed by the consolidation of the Roberts Johnson & Rand Shoe Company and the Peters Shoe Company, of St. Louis, in 1911. Our business had begun as a jobbing business; it had begun essentially as a sales business, and this is a question of very vital and direct interest to you. We were not making any shoes. St. Louis was not making any shoes, or none to speak of. These two businesses, from which the International was formed, were organized in the '90's—Peters about '95 and Roberts Johnson & Rand about '98.

After the organization of our company there was one very definite thing that we tried to put into practice. I think you will realize that we can find in New York City hundreds of thousands of people who can sit down and with a pencil and sheet of paper write out the finest imaginable policy on which business should be conducted, but if you apply those essential points that are written down and try to find the men who have the courage and the nerve and the determination and conviction that they are going to stick to those policies, I think the number will be materially minimized, and so we have tried to fix some things and settle them once for all so that we could dismiss those questions when they arose in our business and go ahead and spend our time in doing something constructive and for the furtherance and development of that business.

Among other things was the

From an address before the New York Council of the American Association of Advertising Agencies on January 19.

matter of terms—the terms on which our merchandise had been sold. Since the days that our company opened we have never deviated in one single instance from the fixed terms on which our merchandise was sold. Temptations have come to us; attractive orders have been offered us on a different basis from that fixed by the officers of the company, and we have had the courage to decline them because they were out of harmony with the general scheme that we were trying to work out, by which we hoped to submit to our customers merchandise of real value and at the right prices, quality considered. That has given us time to think of other subjects. We have been fairly good collectors. We can't pay our bills with the credit established by some man in Arkansas or Mississippi. We must have the cash if we are going to meet our obligations.

The fall of 1920 was rather a strenuous time in cotton sections. Following a policy of active aggressive collection, we had a man down at Overne, Ark., who owed the company a thousand dollars, due October 1, which was the maturity date for fall bills. After several letters had gone to him without response, and after thirty days had elapsed and we didn't get the thousand, we wrote him and told him that we needed the money—we had obligations of our own to meet and we hadn't heard anything from him, and upon receipt of that letter we should like him to wire us what he was going to do about the thousand and what we should do. So we got a telegram collect, and this was the message: "Walk the floor; that is what I am doing."

That was not an unsympathetic

message. He couldn't have expressed more in six pages of foolscap. We tried to meet that situation in the right and sympathetic way. I spoke of terms. Not all of our bills are paid on the date due, and we felt we should meet that situation—the terrible depressed condition of cotton in the fall of 1920—in a good way. Our company happened to be in a position where they could do so. We carried some accounts beyond the time that we had ever carried them before with one peculiar and interesting reaction. Man after man in our sales force came to us and said: "This seems to have been the right thing to do, and I am glad that you helped my customer out, but I have had some misgivings about it. We have stuck so closely to our method of collection, and our customers understand so fully and so thoroughly that they must pay with a fair degree of promptness, that I am afraid that this act of kindness will break down a precedent of twenty to twenty-five years." Now, that is not the average attitude or the attitude of the average salesman.

The permanency of any business must be expressed in real values. In June, 1920, about the time that the market in various industries began to break, beginning first with silk and followed very quickly by a depressed condition in all the other industries, we had on hand unfilled orders of some \$25,000,000 without a single guarantee of prices—a fallacious proposition. Guarantee of prices tends to create fictitious values and hold up prices when the market for raw materials may have fallen to a very low base and might enable the manufacturer to produce his merchandise on a much lower basis. We were not leaning on merchandise. Without having agreed to make any change in price we felt that it was only right that we should ship to our customers our shoes at the lowest price at which we were able to make them plus a reasonable and small margin of profit. With that in mind we began to change

our prices on these unfilled orders and ship them out at eight and one-half million dollars below the stipulated prices at which they had been sold. That bears directly on the ability to have kept factories running during the past eighteen months. From that there was an ever-widening circle of good-will that developed. We made the impression on our customers—which we felt in our hearts—that we were trying to deliver to them the best standard of values under any and all conditions that the market would afford.

So last year, a year in which the shoe industry of America was under serious depression, in numbers of pairs our business showed a 20 per cent increase above the highest year that we had ever showed before. We made last year an average, a daily average, of about 70,000 pairs of shoes. I am speaking of the Western branches now. They began that production in the first part of the year with about 55,000 pairs of shoes per day. In speaking of 70,000 pairs I mean to multiply that by six days in the week, 420,000 pairs per week. In order to reach a total average of approximately 70,000 pairs of shoes there had to be a graduated increase so that we wound it up—beginning the year with 55,000 pairs a day—we had to wind up the year, which closed on November 30, the end of our fiscal year, with a daily output of ninety to ninety-five thousand.

I had a wire from home yesterday—and this does not mean an average, but only a day's production—saying that the output of the Western factories was 104,000 pairs the day previous. That is exclusive of the Eastern business. We are making now in all factories between one hundred and twenty-five and one hundred and thirty thousand pairs per day, and in many of our factories we are sold up as far as four to five months ahead.

Don Warren, recently with the Wolke Battery Co., Louisville, has been made sales manager of the Shrader Battery Co., New Albany, Ind.

TEN WELL KNOWN NAMES

Thomas Nixon Carver, an Economist of international repute;

Miss Mary A. Sweeney, President of the National Home Economics Association;

Alonzo Englebert Taylor, Administrator of the Hoover Foundation for Food Research, Leland Stanford University;

Mrs. Thomas G. Winter, President of the General Federation of Women's Clubs;

Ross Crane, Director of Extension Service, the Art Institute of Chicago;

Oscar Herman Benson, Director of the Junior Achievement League;

Dr. C. F. Langworthy, Home Economics Division, U. S. Dept. of Agriculture;

H. E. Barnard, The American Institute of Baking;

Prof. C. E. A. Winslow, School of Medicine, Yale University;

Joy Wheeler Dow, author of "The Renaissance of Architecture in America," and an authority on small home architecture.

As members of the Modern Priscilla Advisory Council for 1922 these nationally known authorities will help our editors make this "trade paper of the home" even more valuable to over 600,000 Priscillas.*

MODERN PRISCILLA

New York

BOSTON

Chicago

*PRISCILLA (fem. noun).
one who delights in her
home: good housekeeper.

ANNOUNCING
J. R. LISSON
IN
CANADA

It is with pleasure that we
announce the election of
Mr. J. R. Lisson as Vice-
President and Managing
Director of our Canadian
affiliation, The United Ad-
vertising Agency, Ltd., with
offices in the Canadian-
Pacific Building, Toronto.

UNITED
ADVERTISING AGENCY

Executive Offices:

1 WEST 34TH STREET NEW YORK

New York Newark Paterson New Haven Bridgeport Dallas Toronto

Resources over one million dollars

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Echoes
English
Conn.
Equitabl
York:
Erie M
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Spark
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Famous
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Federal
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A 1922 List of Employees' Magazines

Second Instalment of PRINTERS' INK's Revised Compilation

- Emporium, San Francisco: "Dome Echoes."
 English & Mersick Co., New Haven, Conn.: "E. & M. Radiator."
 Equitable Trust Co. of New York, New York: "Equitable Envoy."
 Erie Malleable Iron Co., Erie, Pa.: "EMI Klaxon."
 Erie Railroad, New York: "Erie Railroad Magazine."
 Erlanger Cotton Mills Co., Lexington, N. C.: "Erlanger Community."
 Exchange National Bank & Exchange Trust Co., Tulsa, Okla.: "Exchange Spark."
 Fair (The), Chicago: "Buzzer."
 Famous Players-Lasky Corp., New York: "Pep."
 Faris-Walker, Los Angeles: "Clarion."
 Federal Rubber Co., Cudahy, Wis.: "Extra Service."
 Federal Shipbuilding Co., Kearney, N. J.: "Federal Shipbuilder."
 Fidelity National Bank & Trust Co., Kansas City, Mo.: "Fidelity Spirit."
 Fifth Avenue Coach Co., New York: "Bus Lines."
 Filene's Sons Co., Wm., Boston: "Echo."
 Fireman's Fund Insurance Co., San Francisco: "Fireman's Fund Record."
 Firestone Tire & Rubber Co., Akron, O.: "Firestone Non-Skid."
 First National Bank & The Dollar Savings & Trust Co., Youngstown, O.: "Dollars and Sense."
 First National Bank, Portland, Ore.: "Pep."
 First National Bank, Bartlesville, Okla.: "Better Service."
 First National Bank, Tulsa, Okla.: "After Three O'Clock."
 First National Bank, Minneapolis, Minn.: "The Periscope."
 Flatbush Gas Company, Brooklyn, N. Y.: "Light."
 Fleisher, Inc., S. B. & B. W., Philadelphia: "Watchman."
 Flint Vehicle Factories Mutual Benefit Association, Flint, Mich.: "Vehicle Worker."
 Forbes Lithograph Mfg. Co., Chelsea, Mass.: "Forbes News."
 Ford Motor Co., Dearborn, Mich.: "Ford News."
 Fort Orange Paper Co., Castleton-on-Hudson, N. Y.: "Fopaco News."
 Four Wheel Drive Auto Co., Clintonville, Wis.: "Good Fellow."
 Fourth National Bank, Wichita, Kan.: "Big Fourth."
 Franklin Automobile Co., Syracuse, N. Y.: "Franklin News."
 Fuller Brush Company, Hartford, Conn.: "Fuller Bristler" and "Fuller Life."
 Gates Rubber Co., Denver, Colo.: "Pep."
 General Chemical Co., New York: "General Chemical Bulletin."
 General Electric Co., Schenectady, N. Y.: "Schenectady Works News."
 General Electric Co., Philadelphia: "Switchboard Department News."
 General Electric Company, Pittsfield Works, Pittsfield, Mass.: "Current News."
 General Electric Co., Fort Wayne Works, Fort Wayne, Ind.: "Fort Wayne Works News."
 General Electric Co., Lynn, Mass.: "Lynn Works News."
 General Fireproofing Co., Youngstown, O.: "G. F. Link."
 Georgia Railway and Power Co., Atlanta, Ga.: "Snap Shots."
 Gilbert & Barker Mfg. Co., Springfield, Mass.: "Vent."
 Gilbert Clock Co., William L., Winsted, Conn.: "Make Gilbert Better."
 Gilchrist Company, Boston: "Ace."
 Gill Co., J. K., Portland, Ore.: "Gill-O-Gram."
 Gillette Safety Razor Co., Boston: "Gillette Blade."
 Globe-Wernicke Co., Cincinnati: "Globe-Wernicke News."
 Godman Co., H. C., Columbus, O.: "Sphinx Tips."
 Goldwyn Pictures Corp., New York: "A Family Affair."
 Goodyear Tire & Rubber Co., Akron, O.: "Wingfoot Clan."
 Gossard Company, H. W., Chicago: "Gossardian."
 Grace & Co., W. R., New York: "Grace Log."
 Grand Rapids Gas Light Co., Grand Rapids, Mich.: "Service and Safety."
 Grant Co., W. T., New York: "Grant Game."
 Great Western Sugar Co., Denver, Colo.: "Sugar Press."
 Green Engineering Co., East Chicago, Ind.: "Link."
 Greene Co., H. V., Boston: "Facts" and "Pickings."
 Grinnell Company, Inc., Providence, R. I.: "Grinnell Topics."
 Groveton Paper Company, Inc., Groveton, N. H.: "Gropoico News."
 Guaranty Trust Co. of New York, New York: "Guaranty News."
 H. & B. American Machine Co., Pawtucket, R. I.: "H. & B. Bulletin."
 Hamilton & Sons, W. C., Miquon, Pa.: "Hamilton's Dandy."
 Hamilton Woolen Co., Southbridge, Mass.: "Hamiltonian."
 Hammermill Paper Co., Erie, Pa.: "Hammermill Bond."
 Harris & Company, A., Dallas, Tex.: "Harrisonian."
 Harris-Emery Co., Des Moines, Ia.: "Tips."
 Harris, Forbes & Co., New York: "Bond."
 Harrisburg Shoe Mfg. Co., Harrisburg, Pa.: "Excelsior."
 Hartford Electric Light Co., Hartford, Conn.: "Illuminator."
 Hayes Wheel Company, Jackson, Mich.: "Hayes Wheel."
 Hays Manufacturing Co., Erie, Pa.: "Haysco Spigot."

WIGGINS

Peerless
Book Form CARDS

MADE BY

Master Engravers

WHEN good business cards cost so little and mean so much in making good impressions, why be satisfied with anything less than the highest quality?

Wiggins Book Form Cards are made by master engravers. They are cards that bespeak refinement and good taste. They come in book form, in leather binders with an edge that detaches smoothly—always clean, always neat.

Write today for specimen tab and further information.

THE
JOHN B. WIGGINS COMPANY

Established 1857

1105 South Wabash Ave.

705 Peoples Gas Bldg.

Chicago, Ill.



Southern Distribution for Your Product

A sales organization with exceptional jobber and dealer connections throughout the South offers its distributing facilities to manufacturers desiring to enter this territory.

The services we offer give you all the advantages of a New Orleans office without the prohibitive cost.

Ask for details on your
Business Letterhead

IZOR KNAPP, Inc.

1442 First National Bank Bldg.

CHICAGO

Heineman Co., Oscar, Chicago: "O. H. Silkworm."
Heinz Co., H. J., Pittsburgh, Pa.: "57 News."
Hercules Powder Co., Wilmington, Del.: "Hercules Mixer."
Hibbard, Spencer, Bartlett & Co., Chicago: "Two Bits."
Hibernia Bank and Trust Co., New Orleans, La.: "Hibernia Rabbit."
Hills Bros. Co., New York: "Oass."
Hilo Varnish Corporation, Brooklyn, N. Y.: "Hilo World."
Hochschild, Kohn & Co., Baltimore, Md.: "Oriole."
Hollingshead Co., R. M., Camden, N. J.: "Whiz."
Holmes Co., Ltd., D. H., New Orleans, La.: "Holmes Store News."
Home Bank of Canada, Toronto, Ont.: "Home Bank Monthly."
Home Insurance Co. of New York, New York: "News from Home."
Honolulu Iron Works, Honolulu, Hawaii: "Honiron."
Horne Co., Joseph, Pittsburgh: "Horne Pipe."
Houghton & Dutton Co., Boston: "Beacon Light."
Hub, Baltimore, Md.: "Hub."
Hudson Co., J. L., Detroit: "Hudsonian."
Hudson Bay Company, Winnipeg, Man.: "Beaver."
Hutzler Bros. Co., Baltimore, Md.: "Tips and Taps."
Hydraulic Pressed Steel Co., Cleveland: "Hydraulic Press."
Hygrade Lamp Co., Salem, Mass.: "Hygrade Triangle."
Illinois Bell Telephone Co., Chicago: "Bell Telephone News."
Illinois Central System, Chicago: "Illinois Central Magazine."
Imperial Oil, Ltd., Toronto, Ont.: "Imperial Oil Review."
Indiana Truck Corp., Marion, Ind.: "Indiana Booster."
Interborough Rapid Transit Co., New York: "Interborough Bulletin."
International Harvester Co., Chicago: "Tractor Interester," "Deering Main Wheel," "Weber Spoke'n Tongue," "The Magnet," "The Councilor," "Deering Twine Mill Review," "Bale to Ball," "Benham Fuel," "Auburn Tillage and Twine," "Rock Falls Works News," "Fifty Fifty," "Hamilton Plowman and Bulletin," "Pep," "The Sower," "Plant Doings" and "Under the Hood."
Irving-Pitt Manufacturing Co., Kansas City, Mo.: "Service."
Jeffrey Mfg. Co., Columbus, O.: "Jeffrey Service."
Jeffrey & McPherson Co., Minneapolis, Minn.: "Devil."
Jelleff, Inc., Frank R., Washington, D. C.: "Mirror."
Jordan Marsh Co., Boston: "Fellow Worker."
Joseph & Feiss Co., Cleveland: "Clothcraft."
Kahn Sons Co., S., Washington, D. C.: "Kahn Sun."
Karpen & Bros., S., Chicago: "Karpen Komment."
Kaufmann's, Pittsburgh: "Storagram."
Kaustine Company, Inc., Buffalo, N. Y.: "Kaustine Animator."
Keith Co., Geo. E., Campello (Brock-



Capital Advertising—

Rich's Gelatin WINE JELLY

that flavor ssh! it's
RICH'S Gelatin WINE JELLY
Real WINE FLAVOR

With a concentrated wine taste, it is the only gelatin that gives you the real wine flavor. It is the only gelatin that is made from the finest wine. It is the only gelatin that is made from the finest wine. It is the only gelatin that is made from the finest wine.

3 flavors
PORT
MADEIRA
SHERRY

25¢
per package

Sold by the Best Grocers

From a series of advertisements that are introducing Rich's Wine Jelly, a product of E. C. Rich, Inc., New York.

An old Food House and a young Advertising Agency join forces with the effective results described in Printers' Ink of January 19, page 33.

The Capital Advertising Co. of New York, Inc.

110 WEST FORTIETH STREET, NEW YORK

WASHINGTON, D. C., The Munsey Building

L. STEWART BARR
President

WILLIAM L. BANNING
V. P. and Treas.

CHARLES J. CUTAJAR
2nd V. P. and Gen'l Mgr.

CARLETON C. PROVOST
3rd V. P. and Sec'y

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Prints
Kent O
"Kent
Kimber
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King
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Kohler
Kohler
Kroehle
"Kro
Ladd &
"Fifty
Lansbur
"Ell-I
Larkin
"Our
Lawren
Mass.
Leeds
"Rec
Lever
"Lev
Liberty
"Bell
Library
"L.
Lilly &
Balas
Lincol
Fort
Linc
Linden
Milw
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 Kent Owens Machine Co., Toledo, O.: "Kent Owens News."
 Kimberly-Clark Co., Neenah, Wis.: "Co-operation."
 King's Palace, Washington, D. C.: "King's Palace Herald."
 Kohler Co., Kohler, Wis.: "Kohler of Kohler News."
 Kroehler Mfg. Co., Naperville, Ill.: "Kroehler Factory News."
 Ladd & Tilton Bank, Portland, Ore.: "Fifty-Niner."
 Lansburgh & Bro., Washington, D. C.: "Ell-Bee."
 Larkin Company, Inc., Buffalo, N. Y.: "Ourselves."
 Lawrence Leather Co., A. C., Peabody, Mass.: "A. C. L."
 Leeds & Northrup Co., Philadelphia: "Recorder."
 Lever Bros. Co., Cambridge, Mass.: "Lever Standard."
 Liberty Mutual Insurance Co., Boston: "Bellman."
 Library Bureau, Cambridge, Mass.: "L. B. File."
 Lilly & Co., Eli, Indianapolis: "Lilly Balance."
 Lincoln National Life Insurance Co., Fort Wayne, Ind.: "Life with the Lincoln."
 Lindemann & Hoverson Co., A. J., Milwaukee, Wis.: "Lindemann Sparks."
 Lloyd Manufacturing Co., Menominee, Mich.: "Lloyd Shop News."
 Lockwood, Greene & Co., Boston: "Builders."
 Logan Drinking Cup Co., Worcester, Mass.: "Hand-Clasp."
 Long-Bell Lumber Co., Kansas City, Mo.: "Log of Long-Bell."
 Long Island Railroad, New York: "Information Bulletin."
 Loose-Wiles Biscuit Co., Kansas City, Mo.: "Sunshine News."
 Lowman & Hanford Co., Seattle, Wash.: "Teamwork."
 Luckey-Platt & Co., Poughkeepsie, N. Y.: "Mile Post."
 Lupton's Sons Co., David, Philadelphia: "Luptonite."
 Lynn Gas & Electric Co., Lynn, Mass.: "At Your Service News."
 McCallum Silk Hosiery Co., Northampton, Mass.: "McCallum."
 McCreery Company, James, New York: "McCreerian."
 McIntosh & Seymour Corp., Auburn, N. Y.: "Auburn Diesel News."
 McPhee & McGinnity Co., Denver, Colo.: "Zip Club Bulletin."
 Maas Brothers, Tampa, Fla.: "Mascot."
 MacWilliams, Wilkes-Barre, Pa.: "Mac Musings."
 Macy & Co., Inc., R. H., New York: "Sparks."
 Maddock's Sons Co., Thomas, Trenton, N. J.: "Anchor."
 Magnolia Petroleum Co., Dallas, Tex.: "Magnolia Oil News."
 Malley Co., Edward, New Haven, Conn.: "Co-operator."
 Manheim & Mazor, Oakland, Cal.: "Searchlight."
 Marathon Paper Mills, Rothschild, Wis.: "Marathon Runner."

You who call always
 bring something of
 value—be it con-
 structive help or
 but a friendly word



136 LIBERTY ST., NEW YORK
 New Phone Rector 7880-1-2
 CABLE ADDRESS "Flailad"

The "Collegiate's" Activities

Collegiate Special Advertising Agency, Inc.—plans and places advertising in all student papers. Nine years' specialized knowledge of student buying power.

We represent nationally the COLLEGIATE WORLD, a magazine chronicling all collegiate life. 30,000 circulation. Sold on 5,000 newsstands.

THE COLLEGIATE PUBLISHER, our own trade paper devoted to the interests of student publishers. Reaches managers and editors, heavy spenders for their student papers.

Ask us for the COLLEGIATE SALESMAN, describing all these activities and listing all student papers

USA

Established 1913

COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.

593 3th Avenue, New York City
 119 S. Wabash Avenue, Chicago

Texas Prosperity—

The volume of business in Texas for 1921 was about the same as that enjoyed in 1920.

A large Automobile and Accessory business marked the latter half of the year.

Texas oil industry revived, production increased, new fields were developed successfully.

Building gained substantially.

Houston, Texas, is one of the most important cities of the state.

Advertising in Texas is most profitable when confined to city populations.

THE HOUSTON PRESS carried more local display advertising in 1921 than any other local week-day paper and exceeded all papers of the state in daily circulation gains.

The Houston Press is an applicant for membership in the A.B.C.

For comprehensive analysis of Houston field, address—

SCRIPPS-McRAE Newspapers

Cleveland
Union National Bank
Building

NEW YORK
52 Vanderbilt
Ave.

CHICAGO
First National
Bank Bldg.

Marshall Field Made 2.39 Cents on Dollar

In 1920 the total net sales of Marshall Field & Co., Chicago, were \$183,600,000. Net profits for the year after payment of Federal taxes amounted to 2.39 cents on each dollar's worth of sales. These figures were contained in a statement prepared by John G. Shedd, president of the company, and presented to the House of Representatives last week. The statement was in reply to a speech by Chairman Fordney, of the Ways and Means Committee, in which he charged that importers are waging an unfair fight on the American valuation plan, incorporated in the new tariff bill.

Commenting further on their profits, Marshall Field & Co. said that the return on the capital engaged in business for the year 1920 equaled only 6.3 per cent, "or an amount not much in excess of a return on an investment in United States Government bonds." These figures were the result of the company's entire manufacturing, wholesale and retail business.

"The average net profits for the years 1915 to 1920 inclusive on each dollar's worth of sales made by our retail store after Federal taxes had been deducted," the statement said, "was 4.9 cents."

F. B. Barnett Will Leave Building Publication

Frank B. Barnett, president and part owner of *Buildings and Building Management*, has disposed of his interest and will sever his connection with that organization on February 1. Prior to his connection with *Buildings and Building Management* Mr. Barnett was with the Class Journal Company for fourteen years. He has not announced his plans for the future.

Death of George B. Selden, Auto Pioneer

George Baldwin Selden, inventor of the first gasoline-propelled vehicle and a pioneer in the present automotive industry, died at his home in Rochester, N. Y., on January 17, aged 77 years. He was president of the Selden Motor Company, of Rochester.

Childs Co. Gross Profits \$1,997,000

The gross profits of the Childs Company in the fiscal year ended November 30, 1921, were \$1,997,000. The company charged off \$457,000 depreciation, and paid \$627,000 in dividends, leaving a surplus for the year of \$914,000.

Oregon Agency Adds to Staff

Merle W. Manly, formerly with the *Winnipeg Tribune*, is now in the copy department of the Botsford-Constantine Company, Portland, Ore.

*Gift to Saturdaypost
and Literary Digest!*

PRINTERS' INK TABLES OF DEC.
VOLUME OF ADVERTISING PUT

The Independent

and THE WEEKLY REVIEW

3RD

among the recognized weeklies of the country.

[5th place in PRINTERS' INK "classification", but that includes
Town & Country, a fortnightly, and American Weekly, a newspaper supplement]

Recognized Leader

among the "intellectual" weeklies of America
(ever since the merger with The Weekly Review)
in quality and quantity of circulation, volume of
advertising, prestige and genuine influence among
thinking men and women.

The great heart of the country is conserva-
tively liberal, and likes the kind of publication
that *The Independent* is giving them.

Advertisers are flocking to *The Independent*
as the most favorable and economical medium
for reaching the thinking people of the country.

And the swiftest, too—for copies are out four
days after final O.K.

\$1 a line, \$400 a page. Back cover (colors)
open dates on request. 140 Nassau St., New
York. 44 Bromfield St., Boston. Peoples Gas
Bldg., Chicago.

Announcement

NORMAN A. FYFFE Co.

MERCHANDISING - ADVERTISING

*Formerly O'Connor-Fyffe
will open new quarters
February First 1922
at
50 Madison Avenue
Corner of 26th Street
New York*

*The new company will
retain practically the
entire staff and all the
clients of the former
firm.*

*The much larger
quarters and increased
facilities will enable
our organization to
entertain additional
accounts.*



Waste of Human Force in Industry

Study of Preventive Measures Has Been Amply Rewarded

By Charles E. Carpenter

President, E. F. Houghton and Company, Philadelphia

LESS than 25 per cent of the force or power in the coal shoveled into the firebox actually produces. The other 75 per cent plus is lost by imperfect combustion, condensation, back pressure, and friction.

In the early days of the utilization of steam-power, but little notice was paid to this waste, but as the enormity of the loss became appreciated, engineers concentrated their efforts upon its elimination; in fact, today, the problem is considered so important that the engineering profession is subdivided into groups of skilled specialists, each applying itself to one particular feature. Thus we have combustion engineers, transmission engineers, and lubricating engineers.

So much for the saving of the waste of the coal force which is shoveled under the boilers, but what about saving of the waste of the human force?

Every human being, from the president down, contains just so much force, the same as a shovel of coal contains so much force. How many concerns apply the same scientific study of utilizing human force as is applied to the saving of fuel force?

We are, of course, fully aware that all modernly constructed and conducted manufacturing establishments are so arranged that a continuous movement of material occurs from the time the raw material enters the establishment until the finished product leaves, so as to necessitate the minimum of handling; that in many operations the actual labor of each operative is limited by the machine which is operated or by the number of machines each operative must su-

pervise, or by gang operation; but that is merely the utilization of the mechanical force of the human units.

The force of fuel is represented in its several latent gases which are wasted in direct proportion to insufficiency of the combustion, friction, etc.

Likewise human force is represented by several sorts of traits of character, natural and cultivated, which are largely wasted because there is little applied effort to utilize most of them.

Some of these traits are given here: Loyalty, executive ability, will-power, knowledge, experience, perseverance, power of concentration, courage, co-operativeness, artistic ability, mechanical ability, mathematical ability, literary ability, economy.

I am very much mistaken if the average executive who reads this article does not contract his muscles, throw back his head in contempt, and say: "When I hire a man, I want the man who can do the one thing best for which he is hired and I care little about his other traits, and this efficiency engineer stuff is all bunk."

Good! and I agree with him so far as he goes, but he does not go far enough and, furthermore, I am not an efficiency engineer, but an employer, who started with worse than nothing—a business which was going rapidly backward—and have faced and met, at 100 cents on the dollar, over 20,000 payrolls of no mean denominations and succeeded.

For that reason I am not going to attempt, nor am I able, to enter into a long academic dissertation on the relativity of things in order to prove my contention, but propose to put my arguments in that common-sense, everyday language

Reprinted by permission of the Ronald Press from *Administration*.

PRINTING EXECUTIVE

Wants to connect with printing or printing specialty concern, as general manager or confidential understudy to the head of the business. Has had 15 years' training with 3 leading catalog houses, and can show successful record in all branches of printing office management.

Serious, sane worker—knows how to get results and gets them. 33 years old, married.

Address "H. M.," Box 92, care of Printers' Ink.

WANTED: A Copy Man with a Future

Somewhere there is a young man employed by an advertising agency who writes forceful, far-visioned, sales-getting copy. He is not a producer of skimmed-milk ideas, nor is he a surface glider when it comes to planning a campaign or putting his ideas on paper.

We need that man.

He will feel at home with us because we are his kind of folks. We will give him an unusual opportunity to work into a responsible position with a fast-growing St. Louis young man's advertising agency. He will work on worth-while accounts for well-known manufacturers.

If you have reason to believe that you are this man, if you are willing to take a salary commensurate with your experience and ability, then write us a frank, friendly letter and sell your experience, ambition, education and ability to us.

Address "C. A.," Box 91, care of Printers' Ink.

which I demand shall be used when my associates present their arguments to me.

Israel Jackson was a black man, experienced at firing. He could shovel the coal under the boiler quicker (minimizing the time of having the door open) and spread the coal more evenly than any man who had ever fired in the same engine-room. But the chief engineer had impressed upon Iz, that Iz should know his place and that place was to shovel coal. So Iz shoveled coal and kept his mouth shut. Iz claimed he could keep the steam up with any coal, if they would let him shovel enough and clean the fire enough.

At the end of the year the coal bill had increased 25 per cent. The board of directors ordered an investigation. Naturally, Iz was investigated. He then disclosed for the first time that he had been shoveling more slate than coal. He admitted that he knew it from the time the first inferior car of coal was delivered, but he did not think it was his place to report it. The knowledge, experience and co-operativeness (all forces) of Iz had not been utilized. Cost to his employers, \$2,000.

Abe Cole was another negro. He worked in a chemical plant in a room which was filled with tanks painted black, for which reason it was almost impossible to light the room, so that the work could be done satisfactorily; the blackness of the tanks seemed to kill both the artificial and natural light. Abe's employers appreciated the value of utilizing all the available human force in each employee, by not only having a suggestion box, but by keeping everlastingly at the encouragement of the sending in of suggestions. But Abe could neither read nor write, so he did not bother with the suggestion box. One day when the president was walking through the plant with a guest, Abe felt free enough to volunteer the information that where he worked before, the tanks instead of being painted black were painted with aluminum and he thought that would remedy the difficulty of the light. The tanks were painted aluminum, the



*Business—
like water.
flows where it belongs*

Naturally the largest volume of advertising in foreign language papers has been placed through **LOUIS KRAM, Inc.**, over a period of full twenty years.

Results Make the Channel for Business

Significant, too, that great names among agencies and advertisers distinguish the list of industries we serve.

IF you also, aim to advertise-for-results instead of for "publicity."

Consider the leader of the field
LOUIS KRAM INC.

*Pioneer Business-makers for 20 years
among Foreign Speaking Millions of U.S.A.*

299 Broadway

New York City

L I N C O L N



-of moment to
The Radio Field

Leo E. W. Kirby

becomes

Second Vice President

Mr. Kirby, who joins Lincoln February first, is a remarkable augmentation of this well-rounded organization. Besides his rare experience, he brings with him

his staff:

Ralph H. Butler

Thos. J. McElroy Jr.

Herman A. Goldschmidt

Mr. Kirby and his assistants are specialists in the radio field. During his late connection with the Metropolitan Advertising Company, he and his assistants explored thoroughly the then uncharted wastes of the promising radio field.

He has developed this, on an advertising basis, to an unprecedented extent. His knowledge of the field is deep-rooted and based on first-hand information gained through experience.

This announcement is of extraordinary interest to every radio manufacturer and dealer.

L I N C O L N

*Advertising
Service, Inc.*

267 Fifth Avenue
New York

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room was run with one man less, used 30 per cent less artificial light, and the production was increased. Abe was rewarded with \$25 and a day off with pay and the company saved \$1,600 per year.

The H. Company has operated the same plant, with many added improvements from time to time, for a period of forty years without a fire, and specializes upon instructing its employees as to how to prevent fire and that a fire means not only loss to every individual employee as well as to the company, but also lower wages, as the workmen must pay for all fire waste as they pay for other waste.

The V. Company, a competitor of the H. Company, which pays no attention to fire prevention education, has had numerous fires and four major fires in ten years.

The H. Company utilizes the force of knowledge in its organization as applied to fire prevention. The V. Company does not. The loss to the V. Company and insurance companies was more than one-quarter of a million dollars.

In a certain trade a general strike was called. Just one employer in that trade had been circulating educational propaganda among its working force, a professional writer of such material having been employed to supply something for inclosure with each pay envelope. This concern's men went out with all the others, but because they were too intelligent to be misled by the agitators, returned to work in three days, admitting they were wrong and saving the firm \$5,000; the other works were from two to three weeks getting back their men.

In a large plant a certain room, that was thick with dust, usually at a temperature of 90 degrees Fahrenheit, or over, and dark and dingy, and operated in that condition for years, was properly ventilated, the dust prevented and the light improved, which reduced the turnover from 45 per cent per annum to 14 per cent and increased the production of the room. After allowing for the proper interest

An opportunity for a real research man

Donovan-Armstrong, the national advertising agency which has served its clients—all of them leaders in their lines—an average of more than eight years, wants a research and merchandising man.

This man must be an investigator with initiative, who can obtain basic facts from jobbers, retailers and consumers, and present his findings forcefully in writing, and also in person, to our clients. He must have a keen analytical merchandising sense and must know channels of distribution, sales methods, etc. Broad experience in merchandising and research work will be an advantage.

Donovan-Armstrong merchandising work is conducted to increase clients' sales—not to sell them more advertising. A growing, sincere agency man, who likes his facts uncolored, will find this "a good place to work."

Make applications by letter only, writing fully as to experience.

DONOVAN-ARMSTRONG
1211 Chestnut Street, Philadelphia

\$25,000. A Year Sales Manager

A "Go Getter"

Sales Manager for one of America's largest and best known manufacturers will be at liberty early this year. A super-salesman capable of producing a live-wire organization or of improving an existing one. Can show unbroken record of unusual success. Compensation commensurate with results.

Address in confidence "T. R.,"
Box 96, care of
Printers' Ink.

in capital, insurance, and depreciation caused by the equipment the saving effected was \$1,900 per annum.

But just as the concern that buys intelligently, meaning one that pays its bills promptly and makes no unjust claims or complaints, will obtain the choice of quality coal, so there is a collateral advantage of utilizing the maximum human force in any organization, because it attracts to the organizations the greatest quantity of the best quality of human force.

"We have the greatest trouble in obtaining the proper sort of help, particularly minor executives," is a wail not at all uncommon, but if traced to its source will be found to be so because "We," has the reputation of being an undesirable employer.

If men are to be treated like mere machines then you are going to obtain mere machine value out of them, and if they are to be treated like animals you are going to obtain mere animal value out of them, and no one knows which is the least economic value.

But the greatest proportionate waste of human force is in the office rather than in the shop; among the executives and clerical force, rather than among the working force.

We have been in the offices of large and presumably successful businesses, where the waste of human force has been so self-evidently large, that we strongly desired to cry out in protest.

Suppose we take two men whom we know, each president of a corporation doing a somewhat similar business:

Mr. B. arrives at his office at 8:30 A. M., and is informed that his manager in another city has been trying to get him on the long distance phone. He puts the call on, talks to the manager, concludes it necessary to visit the other city, looks up the time-table in the railroad guide, and phones to the railroad station for transportation reservations. He then looks over his mail and refers to the respective executives such letters as should have that partic-

Announcement

EFFECTIVE February 1st, 1922, The Detroit News will be associated with the Washington Star, Indianapolis News, the Montreal Star and the Baltimore News and American in their Chicago advertising representation. In thus bringing together such a distinctive list of evening and Sunday newspapers, all being leaders of unquestionable standing and character in their respective communities, the interests of both publisher and advertiser are being best conserved.

Arrangements have been made for more commodious offices in the Tower Building, where Mr. J. E. Lutz, who will thus assume much greater responsibility than heretofore, will expand the organization sufficiently to insure an absolutely prompt and dependable service. This change in no way affects our New York representation, which will remain in the hands of Mr. I. A. Klein.

The Detroit News

DETROIT, MICHIGAN

January 19, 1922

H. S. Scott

General Manager

Have Your Printing for Canada Printed in Canada

By having *your Printing* manufactured in *Canada* you save considerable Customs charges, you also gain the *advertising* feature of showing that *your Printing* has been executed in *Canada*.

We do Printing in all its branches, being equipped with all the latest Printing and Binding Machinery, including Rotary Presses for large Edition Work.

Our service lifts the whole load from your shoulders by us wrapping and shipping Printed Matter to all parts of Canada, as well as stamp, seal, and mail individual mailing pieces in any quantity.

***Our Complete Service
Is at Your Disposal***

MURRAY PRINTING CO.
LIMITED

Established Over 30 Years

192-194 Spadina Ave., TORONTO, CANADA

ular executive's personal attention, calls his stenographer and dictates such mail as is essential for him to personally dictate. In the meantime he is interrupted repeatedly by interviews and telephone calls from his executives and others, during which time his stenographer usually sits idly by his side. Leaving his desk piled with papers, he finishes his day and hustles off to catch his evening train, with a feeling of unfinishedness, conscious that he hasn't accomplished much although he is a very busy man.

Mr. C. the other president arrives at the office about 9:15 A. M. Having made it a practice to finish up everything the day before and leave a clean desk, he does not arrive with that unfinished consciousness and feels that 9:15 A. M. is early enough as it gives plenty of time before his arrival for opening and sorting his mail. He has a secretary whose duty it is to do everything the president ought to do, so far as possible. The first action is to summon his secretary who informs him of the long-distance conversation with the out-of-town agent; that it will be necessary for Mr. C. to go personally to see the agent; that the train leaves at 8:30 P. M. and reservations have been made. If this programme is not to be carried out, the out-of-town agent will be telephoned, otherwise Mr. C. has nothing to do but get on the train and go, all the papers pertaining to the business in question being in his brief case in an envelope duly identified by label. His mail is quite limited, as later in the day his letters are submitted to him together with the replies dictated by his secretary. Mr. C. has his dictating machine at his side, into which he calls his orders and memorandums in a fraction of the time he could write them and into the same machine he quickly dictates the replies to such letters as he desires to answer personally; he also dictates into his machine all personal memorandums, from directions to his yacht captain, to requests for theatre tickets.

Winston-Salem Sentinel

First in North Carolina

The Audit Bureau of Circulations, of Chicago, which is the acid test as to digest of newspaper and magazine circulations, has just released to all North Carolina dailies copies of the annual audit for the year ending June 30th which shows that the Winston-Salem, N. C., Sentinel continues to lead all North Carolina dailies in HOME circulation by a good margin. In commenting on the Sentinel's increase in circulation, the Audit Bureau of Circulations, of Chicago, states: "We are making the semi-annual revision of publisher members' dues, based on the circulation statements and we note that in your case the distribution has increased, thereby placing you in the next class of service." The Sentinel feels justly proud in receiving this statement and comment from the Audit Bureau and especially at this time, just after a period which all newspapers have passed thru during the past several months when conditions were such that no newspaper was expected to show a gain in its circulation, but in holding its own as to circulations would have been considered as making a fine showing.

Published in North Carolina's
Largest City

Winston-Salem(N.C.)Sentinel

FROST-LANDIS & KOHN

New York Chicago Atlanta

In LOS ANGELES the EVENING HERALD

Leads ALL other daily papers, morning or evening, in volume of national advertising. (In November carried 189,756 lines.)

Circulation over 140,000 daily.
Covers entire field completely.
Advertisers use it exclusively.

Representatives:

New York:
H. W. Moloney
604 Times Bldg.

Chicago:
G. Logan Payne Co.
432 Marquette Bldg.

Splendid Weekly Trade Paper

For forty years this journal has been known and respected; and paid dividends. It showed its greatest gain in 1921 and now indicates excellent increase for 1922. Owner has taken out \$1,000 per month for past year, and has shown good increase in surplus. Advertising over \$60,000; circulation revenue about \$12,000. Owner's desire to retire temporarily, reason for selling. Price \$60,000 for whole property or two-thirds pro rata. Refer to "S. W.," Box 93, Printers' Ink.

WANTED—

A Salesman with Merchandising and Advertising Experience

—who understands fine-color process engravings and printing

—in the production of direct-by-mail and display advertising for

Color inserts and covers on catalogs and periodicals

Color booklets and circulars

Street car cards and hangers

Package enclosures

Cut-outs and window displays

—to sell our superior service he must understand the uses of the above

—and should have a wide and cordial acquaintance among Advertising Managers who buy them.

—fair salary to start to be increased by division of profits as soon as they materialize

—if you can qualify for this attractive position apply by letter only, with age, business history, references and other information

AMERICAN COLORTYPE COMPANY

Art and Commercial Color Printing
1151 Roscoe Street, Chicago, Illinois

During all this time, which is seldom an hour, there are no interruptions. "The president is busy with his mail," is understood to be the only order of business in the president's office. When the mail is finished, Mr. C. consults his diary and finds that he is to see Mr. Smith at 11:00 A. M.; that, while he was busy with his mail his wife had phoned and talked with his secretary and wanted to talk with him as soon as he was not busy; that the executive committee meets at 11:30 A. M.; that he is to take lunch at 1:00 P. M. at the club with the president of a competing concern, and the rest of his afternoon is clear. At 2:00 P. M. he starts through the main plant, spends the afternoon talking to the foremen making them feel like real men and keeping in touch with his business. He leaves the plant at 5:30 P. M., dines with his family, catches his train in a thoroughly relaxed condition, and sleeps like a top.

A man like Mr. C. will do four times the work that Mr. B. does, will do it better, will have less disagreements, and will live twenty years longer.

Mr. B. is loud in his complaints that he can never obtain efficient help; Mr. C. is always boasting about the efficiency of his help.

Mr. C.'s secretary sees all callers and takes all telephone messages, finds that over 75 per cent of those who ask for the president do not want to see the president but some other individual; thus their business is attended to with dispatch and rarely is anyone found cooling his feet in the outer office waiting for Mr. C., or is Mr. C.'s wire frequently reported "busy."

Mr. B. tries to see everyone and answer every call and succeeds in keeping a long string of people waiting to see him and his wire is mostly "busy." He wastes too much time upon unimportant callers and therefore has insufficient time to devote to important callers. He attempts to satisfy everybody and satisfies no one.

The influence of the smoothness of the operation of Mr. C.'s office is reflected throughout the entire

Announcement

MR. FRANK J. ROETZEL

Eastern Representative for
R. R. Donnelley & Sons Co.
for a number of years, has
joined our organization in the
capacity of Sales Manager

and

MR. HARRY M. DILL

for five years Manager of the
Advertisers' Service Department
for the same company is
now Manager of the Advertis-
ers' Bureau in our Organization.

THE CUNEO-HENNEBERRY CO.

Printers—Binders

**Twenty-Second—Canal—Grove Streets
CHICAGO**

EASTERN OFFICE: 119 West 40th Street, New York City

Are You Getting Your Share of Business in New England?

Conditions in New England are on a steady upward turn. Reports such as the following were clipped from the *Daily News Record*:

"Worcester Mills Are Now Working at Near Capacity—Little unemployment reported, with majority of workers on full time."

"David Hale Fanning, president of the Royal Worcester Corset Company, says: 'We expect to have the greatest year in our entire history and are making our plans to this end.'"

"See Rhode Island Business Better During New Year—Col. Joseph Samuels of the Outlet, who operates one of the largest department stores in the State, says: 'We have just closed a most satisfactory business for 1921. Regarding the outlook for business in 1922, we look forward to a decidedly better year.'"

"Wm. Filene's Sons Company report larger surplus."

"Lawrence, Mass., payroll is \$35,000,000 in major textile industries alone."

To get your share of this prosperous market put your message in the fifteen home daily newspapers—they cover it thoroughly.

BRIDGEPORT, CT. POST TELEGRAM

Daily Circulation 46,730 A. B. C.
Population 150,000, with suburbs 220,000

HARTFORD, CT., TIMES

Daily Circulation 43,955 A.B.C.—3c copy
Population 138,036, with suburbs 373,000

NEW HAVEN, CT., REGISTER

Daily and Sunday Cir. 31,681 P. O.
Population 165,000, with suburbs 225,000

NEW LONDON, CT., DAY (Evening)

Daily Cir. over 10,640 A. B. C.—3c copy
Population 25,688, with suburbs 60,000

PORTLAND, ME., EXPRESS

Daily Circulation 24,300; Member A.B.C.
Population 69,169, with suburbs 75,000

BURLINGTON, VT., FREE PRESS

Daily Circulation 10,434 A. B. C.
Population 22,779, with suburbs 40,000

MANCHESTER, N. H. UNION and LEADER

Daily Circulation 25,375 A. B. C.
Population 75,063, with suburbs 150,000

FITCHBURG, MASS., SENTINEL

Net Paid Circulation now 10,000
Population 41,013, with suburbs 150,000

LOWELL, MASS. COURIER-CITIZEN LEADER

Daily Circulation 19,889 P. O.
Population 112,759, with suburbs 150,000

LYNN, MASS., ITEM

Daily Cir. 15,504 A. B. C.—2c copy
Population 99,198, with suburbs 125,000

NEW BEDFORD, MASS. STANDARD & MERCURY

Daily Circulation 28,555 A.B.C.—2c copy
Population 121,217, with suburbs 160,000

SALEM, MASS., NEWS

Daily Circulation 18,811 P. O.
Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION

Daily Circulation 53,821 A. B. C.
Population 129,563, with suburbs 250,000

WORCESTER, MASS. TELEGRAM GAZETTE

Daily Circulation 75,158
Population 190,000, with suburbs 350,000

PAWTUCKET, R. I., TIMES

Net Paid Circulation 23,824 A. B. C.
Serves territory of 130,000

EACH OF THE NEWSPAPERS here named is a power in its home community.

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plant, while Mr. B. is rattled half the time and keeps those who come in contact with him in the same condition.

Mr. C. utilizes his human force to the maximum without carrying an overload with the accompanying hazard. Mr. B. wastes his human force, is constantly operating under an overload, and the question of collapse is only a matter of time and everyone around him realizes it. This accounts for many resignations from those who want to get from under before the collapse comes and also for the difficulty in engaging efficient executives.

What is true of the president's office is true of every other department more or less. So the sooner we have a more thorough study of ways and means to reduce the waste of human force in American industry, the sooner will we be able to compete with the rest of the industrial world, for from now on the sequel of success is going to be Economy and this means economy in every unit, particularly the human unit.

Salt Lake City Agency Plans New Campaigns

Stevens & Wallis, Incorporated, Salt Lake City, advertising agency, will conduct a national campaign for the United States Syrup Company, Salt Lake City. This company was organized recently to manufacture a by-product of sugar beets. The Stevens & Wallis agency will also handle an intermountain campaign for the Zion's Savings Bank & Trust Company, Salt Lake City, and an Idaho campaign for the Sharman Automobile Company, distributors of Cadillac and Oakland automobiles.

Leaves Cleveland-Akron Bag Company

N. C. Ferguson has resigned as advertising manager of The Cleveland-Akron Bag Company, Cleveland. He will join the sales staff of the Newspaper Enterprise Association of Cleveland.

Atlanta Automobile Dealers Honor Louis D. Hicks

Louis D. Hicks, vice-president and advertising manager of the *Southern Ruralist* was elected second vice-president of the Atlanta, Ga., Automobile Association at its annual meeting.

Portland's Port Facilities!

Portland Harbor, open the year round, is one of the finest natural harbors on the seacoast of the United States.

Extensive foreign and coastwise trade with European and West Indian ports.

Winter port for English-Canadian steamship lines.

Portland is Maine's great wholesale and distributing center.

More than One Hundred Jobbers and Wholesalers located here.

EXPRESS

Maine's Largest Circulation

Our SUNDAY Edition—TELEGRAM. Largest Maine Sunday by many thousands.

PORTLAND EXPRESS

The Julius Mathews Special Agency
Boston—New York—Detroit—Chicago

ANNOUNCING

Alcorn-Seymour Company

Representing
in the National Field

The Paducah Evening Sun

Paducah, Ky.

NEW YORK OFFICE:

Marbridge Building

CHICAGO OFFICE:

Marquette Building

Paducah's Only A. B. C. Paper.

AGENCIES KINDLY NOTE

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: Peoples Gas Building, 122 S. Michigan Blvd., DOUGLAS TAYLOR, Manager.

Atlanta Office: 1004 Candler Building, GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building A. D. MCKINNEY, Manager.

San Francisco Office: Examiner Building, W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, H. M. TANDY, Manager.

London Office: 233 High Holborn, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.75. Classified 55 cents a line. Minimum order \$2.75.

JOHN IRVING ROMER, Editor
FREDERICK C. KENDALL, Managing Editor
JOHN ALLEN MURPHY, Associate Editor
ROY DICKINSON, Associate Editor
R. W. PALMER, News Editor

EDITORIAL STAFF:

Roland Cole Albert E. Haase
Roy W. Johnson E. B. Weiss
C. B. Larrabee

Chicago: G. A. Nichols
London: Thomas Russell

NEW YORK, JANUARY 26, 1922

Lipsticks on the Farm

In a catalogue published by a concern that last year inaugurated a special department for developing its business among farmers there is listed among the toilet preparations such articles as face powder, eyebrow pencils, rouge and lipsticks. To the advertising man who is city born, reared and minded, with city ideas of farm women, this would at first thought seem like a good joke on the publisher of the catalogue. The very idea of thinking he could sell such things as lipsticks to farm women!

But it was not a joke at all. The manufacturer told us his sales of "beauty stuff" to farm women were large. Farmers have children, the children grow up and go away to school. When they

come back they bring with them city modes and crotchets. The young folks teach the old folks, and before long Mother and Aunt Mary have learned a few tricks from Arabella.

According to figures recently published by the Department of Agriculture, there are 6,448,366 farms in the United States on which there are 51,406,017 people. The farm household differs from the city household in one respect, if in no other: It is farther removed from the shopping centres. And because it is not so accessible as the city home it buys in larger quantities.

Johnson & Johnson, of New Brunswick, N. J., manufacturers of medicinal and surgical plasters and other pharmaceutical products, have just announced a farm advertising campaign on Johnson's Baby Powder. They will make an effort to send the large farm trade of the country to the drug store. They say:

"Farmers usually have larger families than city folks. It is estimated that 2,600,000 'farm babies' are born every year, and all of them ought to have the benefit of Johnson's Baby Powder.

"Johnson & Johnson intend to send the farm trade to the drug store. They will persistently direct the women of the farm to the pharmacy and will tell them why 'Your Druggist Is More Than a Merchant,' and why they should 'Try the Drug Store First.'"

Only recently a large chain-store organization undertook a wagon service to farms in a certain locality. While it had feared the farmer's wants would not be large or varied enough to justify the service, this company discovered it had greatly underestimated his requirements. He was a larger buyer than had been thought, and for articles the company never suspected he would be interested in.

It is not too late to include the farm market in advertising plans for 1922. And when you go to the farmer, go the whole distance. Find out what he could do with your product *on the farm*; see if

Jan. 26,

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you can make your product different or better for farm use; advertise; go out and give him an energetic and intelligent canvass; and after you sell him put in a service department that will make him a happy owner and user.

If the farmer's wife can be induced to use a lipstick, someone around the place will probably be glad to use your product, even if it makes you smile incredulously now to think of it.

"Too Good to Be True!" "You don't expect me to believe that! Why, it's

too good to be true," is a remark flung at many salesmen. In fact if you want to locate a firm believer in the "truth is stranger than fiction" adage, just lend a sympathetic ear to the seller of something for which the claims are so strong that the truth of his assertions is discounted.

Every manufacturer does not make an article that produces such remarkable results that a statement of actual facts is likely to be disbelieved. Where the condition does hold true, however, it presents an interesting sales and advertising problem.

When prospects treat your arguments with a fatherly sort of tolerance for what is looked upon as over-enthusiasm, there are at least two methods of breaking down this attitude. One, as applied to salesmen, is to use the soft-pedal. For example, a salesman had been calling on a shop superintendent who was taking eight hours to turn out a piece of work which this salesman's machine could do in fifteen minutes. Instead of answering "fifteen minutes" when the superintendent asked, "What time can you make on this piece?" the salesman replied "four hours." That got the superintendent interested and eventually the salesman secured permission to install one of the machines for demonstration. Then it was merely a case of holding out the order blank to receive the signature. But had the salesman claimed a fifteen-minute job right off the bat he would have found himself in the street.

In connection with the advertising a good solution is that employed by Sweet-Orr & Co., Inc., as described in **PRINTERS' INK** recently. When this company discovered that advertising could be too convincing, even though every one of the incidents dealt with in the copy was absolutely true, it toned down the text. Graphic details were omitted. For instance, the headline on one piece of copy that referred to an incident that was really hard to believe, even though the proof was on file in the company's offices, was changed from: "His Overalls Saved Him," to "A Fact Stranger Than Fiction." The text also was changed to show that Sweet-Orr realized that most readers would be inclined to disbelieve the story and thus invited confidence in the advertisement.

It has often been said that a man could stand on the busiest corner in New York and try to dispose of genuine five-dollar gold pieces for fifty cents each, without making a single sale. When the claims for a product sound "too good to be true," it is well, both in the sales talk and advertising copy, to recognize the fact, and seek to gain conviction even though that implies telling only half the story.

The Doctors Begin to Advertise

Does the medical profession actually oppose advertising per se? This interesting question comes up in connection with an effort now being made by the American Medical Association to increase the circulation of its book, "Nostrums and Quackery."

PRINTERS' INK is told by officers of the association that the reason so-called "ethical" doctors do not use paid space in exploiting their interests is not because of enmity to advertising as such, but because a doctor has nothing to advertise but the ego.

"The only kind of advertising that doctors could properly and profitably employ," the officials say, "would be along institutional lines, having in view the benefiting of the profession as a whole."

It is betraying no confidence to make what to some may seem to be a most surprising announcement. This is that the matter of institutional advertising has been urged upon the association by influential physicians and that it has been considered. This is a striking example of the way advertising is making itself felt in unexpected places. For it must be remembered that a physician comes almost as naturally by his antipathy to paid publicity as he does by the blood that runs through his veins. It is a part of his medical college course.

From the merchandising standpoint there can be no question at all that the doctors of medicine could profit by an advertising campaign just as have the packers, the railroads and the lumber interests. These great branches of industry were lampooned from Alpha to Omega by people who got their ideas from hearsay. The medical men are being criticized, and perhaps misunderstood, in much the same way.

When an "ethical" doctor is quoted in public print in opposition to bloodless surgery—for example, such as was done recently in Detroit and Chicago in connection with the proposed visit of Dr. Lorenz to those cities—people are likely to jump to the conclusion that the medical profession is jealous, narrow and afraid. And no serious effort ever has been made to sell them on the physician's side of the case.

Prominent physicians have expressed themselves to PRINTERS' INK as being thoroughly cognizant of the need of telling people certain things. But they naively urge, with the air of announcing a new discovery, that such a move would place the profession on the defensive and attribute to the attacks an importance they would not otherwise possess. This conclusion on the part of the doctors will bring a reminiscent smile to the faces of the packers, the railroad heads and the lumbermen. They will recognize it as being a part of the growing pains they themselves experienced in their

transition to a recognition of public opinion as something that ought to be cultivated.

This increasingly liberal view of physicians supplies additional evidence that advertising is proving itself everywhere as a business force that not only can sell goods, but insure a fair deal to all at the bar of public opinion.

"Influencing" Editorial Opinion

In the *Dry Goods Economist* for January 21 there is printed a communication sent to advertisers by the secretary of the American Valuation Association in which the suggestion is made that advertising be withdrawn from the publication because of its editorial opposition to the proposal to base tariff duties upon the American valuation of imported goods. It is further stated that several advertisers have notified the publisher that their advertising will be withdrawn presumably in accordance with the hint thus conveyed.

If, as is possible, this is part of an attempt to influence editorial opinion of the business press generally, the Association will do well to watch its step. The author of the letter quoted by the *Economist* grossly underestimates the integrity of business publishers, and is seriously misled as to their influence with their readers. The day has long gone by when such enterprises could be undertaken with any possibility of success, and a better way to defeat the ultimate purposes of the Association could scarcely be devised.

Oklahoma City Agency Has Five New Accounts

The Keeshen Advertising Company, Oklahoma City agency, has obtained the accounts of the Baker, Hanna & Blake Company, wholesale dry goods; the Huckins Hotel; the New State Overall Company; the Minnetonka Lumber Company; and the Local Building and Loan Association, all of Oklahoma City. A direct-mail dealer campaign is planned for Baker, Hanna & Blake. The other accounts will use farm journals and newspapers.

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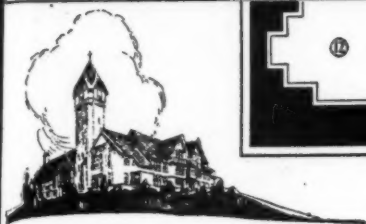
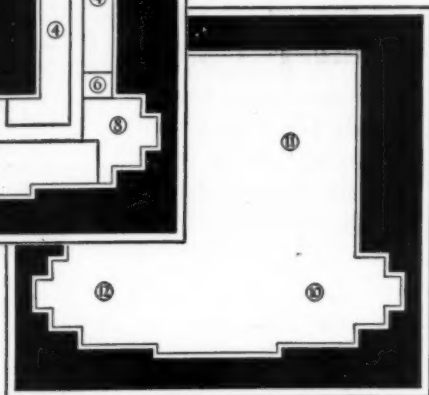
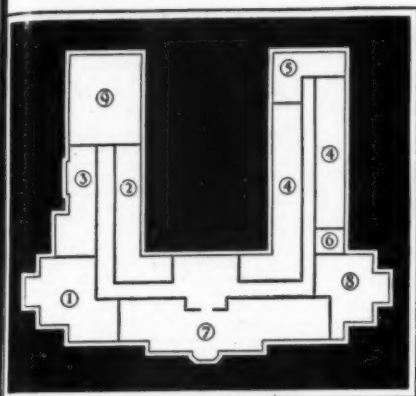
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How this Modern Advertising Agency Functions

Diagram of the complete service rendered in the new Procter & Collier plant

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| 1. Executive and Plan Board | 7. Media, Estimates, Checking, Orders, Auditing, Accounting |
| 2. Service Representatives | 8. Shipping |
| 3. Merchandising | 9. Advertisers' Hall (Sales Conventions, Conferences, etc.) |
| 4. Copy and Research | 10. Typography |
| 5. Art | 11. Press Room |
| 6. Mechanical Production (Engraving, Electrotyping) | 12. Bindery |

THE
PROCTER & COLLIER
COMPANY

ADVERTISING / MERCHANDISING / PRINTING

MCMILLAN ST. AT READING RD., CINCINNATI

A young man with BRAINS wants an opportunity with some trade paper where he can duplicate past performances by MAKING MONEY FOR THE PUBLISHER.

Salary to start must not be less than \$75.00 a week with the opportunity of becoming more than an employee.

The price is high but the results guaranteed will be worth it. He has the proof. Now employed.

Address "N.E.," Box 95, c/o P. I.
833 Peoples Gas Bldg., Chicago, Ill.

Exceptional Opening for High-Geared Man

Sales and Advertising Manager who has virility, judgment, initiative, executive ability, character and grit, and can formulate and execute sound sales plans of unusual magnitude, can learn of a very attractive proposition.

Our client is a manufacturer of metal novelties of highest artistic merit, selling readily at consistent prices.

State complete information as to qualifications, experience, age, previous performance, salary, etc. If you're the man we want make your letter sell us.

Address

**GEO. W. FORD COMPANY
ADVERTISING AGENCY
Atlanta, Ga.**

Boston Advertising Club Teaches Advertising

A course in advertisement writing, open to non-members as well as to members, was started on January 10 by the Pilgrim Publicity Association, Boston, Mass.

Charles E. Bellatty, professor of advertising at Boston University, is in charge, assisted by Henry Kuhns of the Stetson Press; Roger Wolcott, of Walter B. Snow and Staff, Boston, and Miss Anna L. Mahoney, director of the advertising of the Women's Store of William Filene's Sons Company.

At the close of this course the educational committee of the association will offer an advanced course in advertising and sales management, under direction of Charles K. H. Bunting, of Walter B. Snow and Staff, Boston.

Answer—Dean-Hicks Co., Grand Rapids

REYNOLDS ADVERTISING SERVICE
Chicago, Jan. 4, 1922.

Editor of PRINTERS' INK:

We would greatly appreciate it if, from your files, you could let us know whether or not there is a house-organ named "The Imprint." We are contemplating using this name for a new magazine and of course if there is such a name now in use, we would have to abandon it.

REYNOLDS ADVERTISING SERVICE.
LEO J. REYNOLDS.

Lanston Company Buys Barrett Adding Machine

The Lanston Monotype Machine Company, Philadelphia, has bought the patents, business and assets of the Barrett Adding Machine Company. The adding machine will be manufactured and marketed by the Lanston company at its Philadelphia plant.

F. L. Rutledge, director of publicity for the Lanston company, informs PRINTERS' INK that advertising plans for this new product are now in process of formulation.

Brinton Carrigan Joins Snodgrass & Gayness

Brinton Carrigan, formerly advertising manager of the Gillespie Eden Corporation, "Eden" washing machine, has joined the staff of Snodgrass & Gayness, advertising agency, New York. Mr. Carrigan before being advertising manager of the Gillespie Eden Corporation was advertising manager of Thomas A. Edison, Inc., Orange, N. J.

Arkansas Hotel Men Advertise Co-operatively

The Bott Advertising Agency, Little Rock, Ark., is handling the advertising account of the Arkansas Hotel Men's Association. Newspaper space is being used.

You've Got to Have It ADVERTISING FOR TRADE IN LATIN-AMERICA

By WILLIAM E. AUGHINBAUGH

Foreign and Export Editor, "The New York Commercial";
Instructor in Foreign Trade in Columbia and
New York Universities.

Latin-Americans are different. Mr. Aughinbaugh knows Latin-Americans. He knows trade. He knows advertising. His book is a mine of authentic information—about mediums to be used, types of copy and illustrations that most appeal, about packing and shipping, etc. It contains an up-to-date list of daily, weekly and monthly periodicals in Latin-America, the only such list available in English. (Profusely illustrated. Price \$3.00. At bookstores. Published by The Century Co., 353 Fourth Avenue, New York City.)

Population 66,138 Trading Centre for 150,000

Brockton, Massachusetts. The Great Shoe City. Brockton shoes
18,000,000 people. Paper established 1880.

Brockton Daily Enterprise

Printing 21,000 Daily

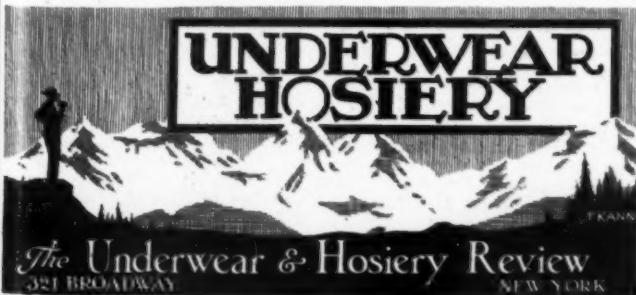
Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements



UNDERWEAR HOSIERY



The Little Schoolmaster's Classroom

THE giving of gifts is by no means confined to the Christmas season, as every day is a birthday for somebody and almost every man acquires the gift habit before as well as after marriage.

But because Christmas is the universal and most concentrated period of gift-giving many firms have discovered that an effective way to secure lists of users or owners is to urge their dealers to secure whenever possible the name of the individual to whom the gift is to be presented.

* * *

In the Christmas number of its house magazine for dealers, the Eastman Kodak Company told its representatives:

"From now until Christmas time many of the cameras you sell will be given by the purchasers to other people. Be sure in every case to get the name of the person who is going to use the camera, so that your mailing list will be correct.

"Soon after Christmas send him a circular letter, saying that his camera was purchased at your store, that you are interested in his photographic experiences, that you will be glad to help him at any time. You'll make a new friend for your counter and gain a regular film customer.

"We will send you copy for such a letter if you will ask us."

Those dealers who asked the company for a letter received the following:

"The camera you got for Christmas came from our Kodak counter. You are therefore entitled to our Kodak service. And we want you to have it.

"Bring a few of your prints along whenever you buy Kodak film so that we may help you through friendly criticism. We have the benefit of years of photographic experience, and if there is something that puzzles both of us, we'll take the matter up with the Eastman experts at

Rochester. Not that we anticipate troubles of this kind. Photography, the Kodak way, is simple and easy. Our big service will be to help you make good pictures better.

"You'll be interested in the Kodak accessories, too, that add so much to the fun of photography. For example, the Kodak Self-Timer, a little device that presses the cable release, so you can be in the picture. The Kodapod—it serves as a tripod, yet you carry it in your pocket.

"Bring in a few of your prints —today if you can. We're never too busy to help."

The Schoolmaster finds two excellent ideas in this timely suggestion. One is that the plan of asking the purchaser of an article for the name and address of the person to whom the article is to be given, when it is purchased as a gift, is a new source from which to obtain names for a mailing list, and that such a mailing list presents as good an opportunity for all-year circularizing as it does for special circularizing during the gift season.

Moreover, it is not too late now for members of the Class whose dealers made it a practice to keep a record of the names and addresses of gift recipients to suggest to them the mailing out of such a letter as the one used by the Eastman Kodak Company. And, incidentally, this Eastman letter will bear analysis. As an effective sales-getter, it has every earmark of being all there.

* * *

A copy problem with which many members of the Class have undoubtedly tussled is that of visualizing a campaign's advertising circularization. "Twenty-seven million people will read Blank's message this month," is the customary method. But often this fails to impress, for few people are able to picture what "twenty-seven million people" means.



A FLEXLUME SIGN

Displays Your Trademark
Just as It Is.

IN a Flexlume Electric Sign you can perfectly reproduce your trademark—same colors, same design—standing out in relief in raised, snow-white Flexlume glass characters, with the lamps behind. With such a sign you tell your story to the passing crowds day and night.

Flexlumes have the greatest reading distance, lowest upkeep cost, most artistic designs.

Let us send you a sketch showing a Flexlume to meet the particular needs of your business.

FLEXLUME SIGN CO., 32 Kail St.
Buffalo, N. Y.

Flexlume—Electric Signs made only by The Flexlume Sign Co.

"Greatest Lumber Newspaper on Earth."

American Lumberman

Published In CHICAGO
—Read wherever
lumber is cut or sold.
Member A. B. C.

THE AUTOMOBILE TRADE OF NEW YORK

and how to reach it 100%. Repair Shops, Service Stations, Fleet Owners, Accessory Dealers—all of this great Metropolitan Trade, the wealthiest market in the world. Drop me a line for information.

FRANK M. DAMPMAN
98 Park Place, New York City

SALESMEN WANTED

In all large cities and counties in America. Exclusive territory granted. May to earn \$3,000 to \$6,000 on commission basis, introducing The Walhamore Complete and Special Lines of Business Service. Nationally advertised. Leads furnished. Real opportunity for men and women of ability, personality and appearance. Write at once. State age, qualifications, etc. The Walhamore Company, Sales Dept., Lafayette Building, Philadelphia, Pa.

WHAT IS YOUR PROBLEM?

ASK The Search-Light

Anything You Want to Know
A Special Service Organization—Founded in 1895

Investigators, Researchers, Statisticians,
Writers, Illustrators, Editors.

A Library Comprising Millions of Records,
Clippings and Pictures.

EGBERT GILLISS HANDY

Founder-President and Executive Chairman,
Francis Trevelyan Miller, L.L.D., Litt.D.
450 Fourth Avenue, New York. [Editor-in-Chief]

SALESMAN

We have an opening for a first-class printing salesman for commercial printing and color work. Liberal compensation to a live producer. Write for appointment.

The Victor Printing Co.,
23 Worth Street, New York

Drug Distribution

in Greater New York

Our client is an experienced sales organization with fifteen salesmen covering the Greater New York zone from their own warehouses. Now sole distributors for large pharmaceutical house and two nationally advertised articles. Are in exceptional position to obtain quick and profitable distribution in this zone for one other high-grade article for the drug and department store trade.

The PENN-ALLEN Co.,
280 Broadway, New York.

Most of us have a hazy notion it is a stupendous number, but it does not register a definite impression. This mental shortcoming accounts for those copy comparisons running something like: "If every oil can manufactured by Smith's Oil Can Company, during 1921, were stretched end on end the line would encircle the earth two and one-half times."

An indication of what may be done in this regard is to be seen in a recent advertisement of the I. B. Kleinert Rubber Company. One sentence clarifies Kleinert's advertising circulation. It reads: "You could stock a whole newsstand with the magazines and newspapers which will carry Kleinert's 1922 advertising." The illustration, picturing a newsstand loaded with the mediums carrying Kleinert advertising, gets the big idea across in a flash. The copy goes on to say: "Their combined subscription lists total over 19,000,000 and they all figure on four readers for each subscription number—a reader total of 76,000,000."

However, it is the illustration and the first sentence in the text that tell the tale.

"A new spirit seems to be possessing advertisers," remarked an advertising artist to the Schoolmaster. "For the past five months I have been kept busy attempting to visualize, in new and non-conflicting ways, the idea of Service."

"I have in my office at the present time at least a dozen requests for figures or insignias or symbols that will quickly convey the thought of Service. The majority of my clients would prefer not actually to print in the word.



Mailing Lists—Multigraphing—Addressing—Mailing
Complete Mailing Service
SAMPSON & MURDOCK CO.
Boston Providence Worcester

"Your Booklet Made 90% More Sales"

So writes a prominent publisher about a booklet I wrote that swept away an edition of 5,000 sets—\$70,000 worth—of books in sixty days, after *three* other pieces of sales literature had failed to make sales at a worth-while profit.

Is your printed matter making enough sales to satisfy you?

If not, perhaps I can help you.

Twenty-two years' study of advertising problems has taught me how to write sales literature that makes people say "Yes."

I have proved this—over and over again—by achieving the desired results after others had failed.

My regular clients keep me pretty busy, but occasionally I have some open time that may be secured by someone who needs something much more effective than the ordinary copy turned out in large quantities by the average \$100-a-week copy man.

If interested, address "RESULTS," Box 90, care of Printers' Ink.

Tied Down to Your Publishing Business?

WANT to retire? Other interests require your attention? Need a stronger organization for growth?

The right man will enable you to avoid selling at a sacrifice. He will help you make the business grow, or let you retire gradually.

This man is available now.

My advertising, circulation and editorial experience have been gained in one publishing failure, in the big stage of one success, and in the entire development of another. I will leave my present connection for, the opportunity to acquire an interest.

My attorneys will establish my responsibility, or, if you wish, will put me in touch with you. Address Kerr & Kerr, 19 South La Salle St., Chicago.

2-Color Printing

Exceptionally low costs on fine catalog and book work in long runs.

We have for sale excess capacity of new Cottrell two-color two-side web rotary magazine press, delivering sheet 24 $\frac{1}{2}$ in. x 35 $\frac{1}{4}$ in. Finest color work at cost far below any flat-bed equipment.

Address "R", Printers' Ink

They want the picture or symbol to tell the story.

"Almost all of these advertisers at one time or another remark, 'Can't you give me something that will be as good, in its way, as the Prudential trade-mark? That Rock of Gibraltar idea is a wonder. It speaks for itself. Now do the same thing for Service.'

"That is all very well, but symbols of service are rare indeed. It seems to be a complex word, as far as picturization is concerned. I have racked my brain for a new idea, a really inspired suggestion.

"But the significant thing is a sort of nation-wide impression that 'Service' is a bigger word than ever, and a stronger force than ever in modern salesmanship."

* * *

A Florida orange-growers' combine looked over the market and decided that competition was rather keen and that it would take an almost prohibitive sum of money to market a new trade-marked brand. But there was one logical opening.

Certain stores, among them a number of chains, did not carry loose fruit or fresh vegetables. Nothing quickly perishable and that required mussy display was bothered with. Notwithstanding this, these stores were logical outlets for oranges.

Then came the idea of packing two dozen oranges or grapefruit in a fibre container, sealed and not to be opened at the store by the consumer.

These boxes were supplied in limited number only, and they could be placed on shelves or counters, exactly like other packaged goods. There was no counting required or rehandling.

Great care has been taken in packing and in keeping fresh sup-

CANADIAN ADVERTISING

CALL IN

SMITH, DENNE & MOORE

TORONTO

LIMITED

MONTREAL

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plies on hand. The consumer buys on faith, but the price is rather lower than oranges of the same fine quality could be had in the usual way.

The label on the sealed packages distinctly states that every orange is guaranteed. If there is a faulty orange, the packer will make it good.

Several big chain stores have accepted the proposition and it is being successfully carried out.

Points the Moral, with a Vengeance

EDWARD H. DOUGLAS
ADVERTISING

NEWARK, N. J., Jan. 10, 1922.

Editor of PRINTERS' INK:

A recent issue of PRINTERS' INK carried an advertisement for a copy writer who could write "cheerful, not funny" department-store copy.

Apparently sensing the trend of things, and not wishing to be outdone, a department store in a city not far from New York carried this as an ear to its full-page display:

"A life insurance company recently got this letter from a bereaved widow: 'I take pleasure in informing you of the death of my husband, who was insured in your company. Please send me papers quick, so I can prove he is dead!' There's nothing like being prompt in most matters. The prompter you are in attending our great Dollar Sale, tomorrow, the more satisfaction you will derive in the savings on anything you purchase."

Perhaps you will wish to pass this on, either as a warning to advertisers not to divulge their plans prematurely, or as a hor-ri-ble example.

EDWARD H. DOUGLAS.

Bird Account for Omaha Agency

The Max Geisler Bird Company, mail-order bird house, Omaha, has placed its advertising account in the hands of the Bloodhart-Soat Company, Inc., Omaha.

Direct Mail Advertising

reduces cost of selling. **POSTAGE MAGAZINE**—published monthly—tells how to write Sales-Producing Letters, Circulars, Booklets, House Magazines. Send \$2.00 for 12 months' subscription. **POSTAGE, 18 E. 18th St., N. Y.**

The
RAILROAD MARKET
consists of
TWO MILLION MEN
and their **FAMILIES**
KOCH'S LIST
of **RAILROAD**
MAGAZINES

Circulation

ONE MILLION and a HALF

Send for Rate and Data Folder giving a survey of this field.

Peoples Gas Building, Chicago.
512 Fifth Ave., New York City.



BRAINS mixed with Printers' Ink produces sales literature that turns prospects into customers. The next time YOU need a printed masterpiece try OUR formula. We not only prescribe the kind of printing that will make your business healthy; we fill the prescription and see that it is administered effectively.

THE BRADLEY PRESS
118 E. 28th ST., NEW YORK

Knitted Outerwear
Sweater News
and Knitted Outerwear

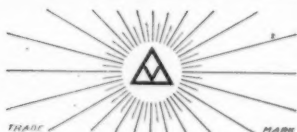
*Sweaters
Bathing Suits
and Fancy
Knit Goods*

321 BROADWAY
NEW YORK

Wanted Immediately A COPY WRITER

who gets *fire* into his copy. One trained in English and grounded in the economics of selling. The opportunity is with one of the fastest growing agencies in America. Give complete details and salary expected.

Address "M. T.," Box 94,
Printers' Ink



PUBLISHERS

A page or more per issue of absolutely new advertising.

A feature of intense reader interest.

A new kind of editorial co-operation.

Commission basis.

DAVID DARRIN,
949 Park Place, Box 2,
Brooklyn, New York.

Copyright, 1922, David Darrin.



HOUSE-ORGAN HEAD-QUARTERS

Will Tell You How to Boost Sales—Create Good Will

Send for The Blue Pencil, a real trade journal, covering House-Organ in an authoritative, thorough way. Full of new ideas.

Sample Copy Free—
Subscription \$3 a year
House-Organ Headquarters,
187 Montague St., Brooklyn

Sell to ST. LOUIS

And Its Famous
150-Mile Radius

Globe-Democrat

Largest Daily Circulation
of Any St. Louis Newspaper

Furniture Retailers Hear of Standardized Trade Terms

At the annual convention of the Retail Furniture Association, recently held in Grand Rapids, Mich., addresses were made by Richard H. Lee, honorary counsel, of the National Vigilance Committee of the Associated Advertising Clubs, and by H. J. Kenner, director of that committee. Mr. Lee gave his attention to the movement to standardize furniture trade terms which was started a short time ago at a conference of different interests of the furniture industry at Cleveland. He stated that the Cleveland conference's work was not final and that the reports issued were in the form of suggestions.

Music Trade Paper Has New Owner

Ward Seeley has purchased *M.I.S.T.* (Musical Instrument Sales Tips), New York, and will be editor and publisher. Mr. Seeley was for more than two years publicity manager of the General Motors Acceptance Corporation, New York, and was news editor of *Automobile Topics*, New York, before he joined the American Expeditionary Forces.

Newspaper Association Re-elects Witham

E. L. Witham, of the Salem, Mass., *Evening News*, was re-elected president of the New England Newspapers Advertising Managers' Association at its annual meeting on January 18 at Boston. This is Mr. Witham's third term as head of the organization, which includes advertising managers of newspapers in eighteen cities.

Krolik & Company Advances J. M. Golding

James M. Golding has been appointed sales manager of A. Krolik & Company, wholesale drygoods house, Detroit. Mr. Golding has been advertising manager for the last three years for the Krolik organization. He continues to direct advertising.

Free Book

"Advertising Simplified"

Teaches fundamentals of advertising in a clear, simple way. Valuable to all advertisers and beginners especially. Over 100 pages on rates, engravings, typography and proven newspaper classified and display lists. 1922 Edition FREE if you apply on your business stationery.

CHARLES H. TOUZALIN AGENCY,
Gen. Advertising 7 S. Dearborn St., Chicago

"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG

Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

BUSINESS OPPORTUNITIES

YOU Can cover your own interests completely, if you plan to buy, sell or invest in a Publishing Business, by first consulting the Harris-Dibble Co., 297 Madison Ave., New York.

HALF INTEREST IN AGENCY—Forty or more local accounts. No competition. Seventeen national accounts in district. Established 8 years. Stand strictest investigation. Big opportunity. Box 492, P. I.

For Sale—Stenotype, new model, used only few months. Will sell for \$40 cash. Box 490, care of Printers' Ink.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters
CONNER, FENDLER & CO.
New York City

WANT A REPRESENTATIVE in Cleveland, Detroit, Pittsburgh, intermediate territory? Prefer representative trade paper. Experienced. With right deal I will get you the business. H. W. Booth, 333 The Arcade, Cleveland, Ohio.

Commercial Art Studio

(established nearly 4 years) wishes to connect with either an Advertising Concern, Printing-Engraving House or would consider experienced Salesman as Partner. Box 488, Printers' Ink.

Automatic Printing Press for Sale A Delpnos Model "A" Press, printing a sheet 19x28, type form 18x28, complete with mechanical feeder, and 4-hp. Kimble Motor, all complete with magnetic stops and brakes. Press has a speed of 3,500 an hour. Has been run about one year, and is in tiptop condition. Will be sold at a bargain for cash. Address The Glessner Co., Findlay, Ohio.

BUSINESS OPPORTUNITY—Capable man with experience in management and sales end of job printing business, and who has \$5000 to invest, may secure good position with profitable job printing plant in live Ohio city. At present run in connection with morning newspaper, but want to organize separate company to take it over. Linotype composition available. Well equipped and plenty of room to grow. No labor troubles. Would use money invested to improve the plant. References required. The Findlay Publishing Co., Findlay, Ohio.

HELP WANTED

World's Fastest Selling Auto Accessory!

County distributors wanted; write today. G. L. W. Spring Oilier Co., San Diego, Cal.

A DESIGNER

One capable of doing high-grade designing and lettering. State experience and salary. Send samples. Box 493, care of Printers' Ink.

A Printing Salesman with real business can tie up with a plant established 25 years on terms that will interest him. Box 478, P. I.

SALESMAN acquainted with buyers and who can obtain orders for sales check books can make favorable commission arrangements with leading Chicago concern in this line. Wirth Sales Book Co., Dept. P, Chicago.

We require high-grade subscription solicitors in all parts of the United States on a new business paper for department store and import trade. Subscription price \$10. Foreign Markets, 10 High St., Boston, Mass.

Farm Editor—A well-known sectional farm paper requires assistant editor, college-trained man preferred. Must be coming and not going man. Head work, hustle and experience will count. All correspondence held confidential. Box 486, Printers' Ink.

WANTED

I control the advertising of four companies and want experienced agency man to join me in starting agency in Philadelphia. Small amount of capital necessary. This is a real opportunity. Address Box 500, Printers' Ink.

Wanted—Salesman to handle easy selling specialty, universally used in the printing trade. Can be carried as a side line, attractive proposition. Write fully, stating experience and present territory covered. Wilson-Imperial Company, 115 Chestnut Street, Newark, N. J.

PRINTING SALESMAN—A real opportunity is open to one or two real salesmen of advertising-printing of the better sort, with a large and exceptionally well-equipped printing plant in the Middle West. Preference will be given to men who have had successful experience in the sale of Direct Advertising and who have the ability to create ideas for and plan complete direct advertising campaigns for clients. No limit to their compensation except their own ability and efforts. Address Box 485, P. I.

Can You Sell Offset Lithography?

For an experienced man there is an opportunity with a Lithographing Company, in a Middle West city, enjoying the highest reputation for **QUALITY** work.

Want a man with personality, who is developing. A man with sales and advertising sense. If you are that man, address

Box 503, care of Printers' Ink.

EXPERIENCED BUSINESS MANAGER WANTED for partner in morning daily in fast-growing oil city. Exceptional opportunity. Must have \$5,000 to \$10,000 to invest. Daily News, El Dorado, Ark.

Young Man who can prepare attractive booklet—advertisements, etc. Nominal salary to start, but chance for advancement to Advertising Manager. Give references, salary required, age. Address J. H. Malone, Vice-President, Hudson Motor Specialties Company, Market and 21st Streets, Philadelphia, Penna.

ADVERTISING SOLICITOR WANTED

to represent well-known and established Southern business journal in Ohio and contiguous territory. Acquaintance among manufacturers of hardware or implements primary requisite. Give qualifications, age, experience, and brief history of past connections with application. Box 477, Printers' Ink.

Assistant to Advertising Manager—Real opportunity in organization of one of the best-known national advertisers. Work will be creative visualization and layout of ideas for advertisements. Location in Philadelphia. Apply by letter only. State age, experience (including agency experience if any) and name of accounts which have been handled, together with samples of work, which will be returned promptly. Replies will be held in confidence and forwarded to our principal. Address Franklin Printing Company, 518 Ludlow Street, Philadelphia.

Experienced Copy Man Wanted Now

Successful agency experience is essential.

Mail order experience would be an advantage.

The advertiser is an Ohio agency and is willing to pay whatever the man is worth. Send samples for quick action.

Box 476, Printers' Ink.

MISCELLANEOUS

LITTLE ADS are making big money for numerous advertisers. Let us show you Catalog of selected lists, prices, free on request. Scott & Scott, Adv. Agency, 220 W. 42nd St., New York.

House-organs, folders, booklets, etc. Well-equipped concern doing work for New York firm for many years can take additional work. High-class; prompt delivery, close co-operation. **STRYKER PRESS**, Washington, N. J. Phone 100.

Are You Paying for Printing or City "Overhead"? Our modern, American plan shop, one hour from Penn. Station, is equipped to meet your demand for fine color, half-tone and commercial printing and we would welcome the opportunity of proving it to you. **GLEN COVE ECHO PRESS, INC.**, Tel. 498, **GLEN COVE, LONG ISLAND, N. Y.**

FOR \$25.00

Your one-inch display goes in 210 Country weeklies. 100 N. Y., 47 Pa., 10 Conn., 53 N. J. Every line is read in a country weekly. \$87.20 for four insertions.

LAWRENCE F. DEUTZMAN
Syndicate Advertising
507 Fifth Avenue

POSITIONS WANTED

Printing Service Man desires connection with high-class printer. Trained in typography and color layout of catalogues, booklets, house-organs, by a reputable firm. Box 496, P. I.

Visualizer and Figure Man, capable and experienced, seeks permanent connection in New York or Philadelphia. Fine technique for newspaper reproduction. Address Box 494, Printers' Ink.

Woman, with executive, clerical experience, extensive traveler, Columbia advertising course, desires position advertising agency or department. Intelligent and intuitive. Box 481, Printers' Ink.

Retail Drug Merchandiser seeks change of vocation. Skilled in buying, selling, dispensing, store management. Honest, dependable, well-informed, assiduous. Box 504, Printers' Ink.

Would You Try POISON?

if a dead boss was your only chance of advancement? I'm placing my faith in this advertisement instead, which shows my happy disposition. Besides that, I'm well educated and have had extensive advertising experience; copy, layouts, catalogs, sales letters. In addition to Opportunity, and \$70 per week, I want congenial associates. Write Box 484, P. I.

WE CONNECT THE WIRES

COPY WRITER and layout man; two and a half years with manufacturing concern; analysis, selling, space buying, and production work. "Keen business sense; willingness and ability; a comer." Age 24, college degree. Anywhere, \$2500. Mention 4733-B. No charge to employers.

FERNALD'S EXCHANGE, INC.

THIRD NAT'L BLDG., SPRINGFIELD, MASS.

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Advertising Man, 26, married, thoroughly familiar with technical advertising and sales promotion work, seeks position with mfr. (N. Y. C.) as advertising manager or assistant. Moderate salary. Box 495, P. I.

Young lady, experienced handling Advertising and Makeup Work for publications. At present also has charge of office; purchasing supplies. Efficient Secretary and Stenographer. Excellent references. Box 489, Printers' Ink.

Circulation Man—One who has wide experience (15 years) and whose past record proves ability. Well acquainted with Wholesalers and News Company's distribution. 35 years of age. Married. Best of references. Box 480, P. I.

ARTIST

Working in all mediums desires position, \$50 week. Will consider part-time work.

Box 505, Printers' Ink.

BUSINESS EXECUTIVE

With exceptional administrative ability—organizing—merchandising—advertising. Open for engagement with a company of sufficient scope to warrant the services of a real producer. Location of no moment. Box 475, Printers' Ink.

ANALYSIS

has enabled him to secure unusual results in Accountancy and Administration. His experience has included Merchandising Analysis, the profitable use and reproduction of the Graphic Arts.

His mission is the study, clear understanding, interpretation and administration of Purchases, Sales, Records and Service. His work is the supervision of these departments for a strict observance of profits.
Box 501, P. I.

Mr. Advertising Manager!

Do you need an assistant—one who has studied advertising, but knows he can never know it all—one who is willing to work and will follow instructions to the letter? I. C. S. graduate. Can relieve busy manager of all detail work; good business letter writer. I am 30, college man, and will go anywhere. Available now. Address Box 479, Printers' Ink.

I am an Experienced

advertising woman with a native gift for writing good copy. Too young yet to "know it all," but I do know enough to make me more than usually competent to manage a small advertising department or to assist the manager of a big one. Agency copy writing connection would also be welcome. Splendid record retail and wholesale advertising; plenty of samples. An interview will disclose successful, well-rounded experience. Box 482, P. I.

Commercial Artist who is a salesman and understands the requirements of advertising, wants position with manufacturer, agency or newspaper. Particularly good at the production of clean simple line and wash illustrations, preparation of dummies and catalogs; can deal effectively with customer. \$60. Box 499, P. I.

I Want to Exchange My Present Job for a Better One

I want to edit a small magazine or secure an advertising job that requires skill at writing. Am now assistant editor. I write with an original, human and unexpected twist. Have had practical magazine and advertising experience. If you have a job that requires a responsible head, I can help you. (New York.) Box 487, Printers' Ink.

Sales-Advertising Executive—Fitted by experience, ability, personality for position, trust and responsibility. Good correspondent and copy writer. Successful record two large manufacturers technical products open fullest investigation. Readily adapt himself to new line and associates. Age 37, married, good health and habits. Traveled extensively. Immediate compensation secondary to real opportunity build for future. Willing locate anywhere opportunity calls, but prefer progressive manufacturer in small city. Confidential. Box 491, Printers' Ink.

AUTOMOTIVE SALES PROMOTION

Have had 18 years' experience in automotive industry with sales promotion, publicity, advertising, booklets, house-organs, printing, etc. Also securing dealers and working with large sales organizations. Experience includes newspaper, trade journal, automobile factory and advertising agency executive connections. Have traveled 38 States—have national acquaintance. Am 39, perfect health, good education and address, and aggressive. Good judge of men. Want automotive factory or agency connection. Available Feb. 1. Box 502, Printers' Ink.

CREATOR OF ADVERTISING ART

At present Art Director of a New York Agency—desires connection with reputable advertising agency on

Part Time or Studio Space with Work

Thoroughly experienced in all mediums as Illustrator, Designer, Letterer. Expert on layouts and ideas.

If you have an excellent proposition for one who has "been through the mill" as an artist and executive, address Art Ad-dom, Box 483, Printers' Ink.

An Artist
living in
"Ad-dom"

ASSISTANT TO SALESMANAGER

Here's a right-hand man you can trust 100%; while you are on the road; while he is on the road. He is a self-starter with plenty of experience in sales promotion.

He is 30, married, educated. Prefers a product that is not yet established. Salary \$3,600. Address Box 497, care of Printers' Ink.

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Outdoor Advertising

NATION—WIDE

110,000,000
CIRCULATION

To convey your message to every
nook and corner of the land; or
to concentrate it on a block, a
city or a state:—there is one
logical, economical, effective
medium—

OUTDOOR ADVERTISING

Thos. G. Sack Co.

CHICAGO
HARRISON
LOUIS &
CONGRESS STS.

NEW YORK
BROADWAY
FIFTH AVE
AT 25th ST.

BRANCHES IN 45 CITIES OPERATING IN OR
REPRESENTING OVER 8500 CITIES AND TOWNS

OUTDOOR ADVERTISING BUILDS SOUND ENDURING BUSINESS

Can books be SOLD?

The average publisher issues scores of books each year, scatters half-hearted support among them, and *hopes* that one or more may catch the public fancy and be *bought* in quantities. He does not *sell* his wares as other manufacturers do. He gambles on issuing something that the public will take away from him.

Each year he repeats this process, abandoning books which showed promise in order to bring out new failures.

After investigation, the Business Survey of THE CHICAGO TRIBUNE has come to the conclusion that books can be sold and that advertising can be an invaluable aid in selling them. Book publishers have run announcements in THE TRIBUNE, but (except in the case of subscription books) have never *advertised* their wares in this market. But it can be done—*profitably*.

We invite discussion with any publisher who wishes to substitute modern merchandising methods for the lottery element in his business.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER